

MTUBATUBA MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN (IDP)

REVIEWED 2020/2021

ACRONYMS AND ABBREVIATIONS

AOC	-	Aircraft Operating Company
BEE	-	Black Economic Empowerment
B-BBEE	-	Broad-Based Black Economic Empowerment
CBD	-	Central Business District
CSC	-	Community Service Centre
DBSA	-	Development Bank of South Africa
DFP	-	Development Framework Plan
DLTG	-	Department of Local Government and Traditional Affairs
DM	-	District Municipality
DOE	-	Department of Education
DOH	-	Department of Housing
DOT	-	Department of Transport
HOD	-	Head of Department
EIA	-	Environmental Impact Assessment
EMP	-	Environmental Management Procedure
EPWP	-	Extended Public Works Programme
EXCO	-	Executive Committee
GE	-	Gender Equity
GGP	-	Gross Geographical Product
GIS	-	Geographical Information System
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HCT	-	HIV/AIDS counselling and Testing
IDP	-	Integrated Development Plan
ISRD	-	Integrated Sustainable Rural Development Programme
ISRDS	-	Integrated Sustainable Rural Development Strategy
LM	-	Local Municipality
Municipality	-	Mtubatuba Municipality
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LRAD	-	Land Redistribution for Agriculture Development
LUMF	-	Land Use Management Framework

LUMS	-	Land Use Management System
MEC	-	Member of the Executive Council (Local Government and Traditional Affairs)
MFMA	-	Municipal Finance Management Act No. 56 of 2003
MIG	-	Municipal Infrastructure Grant
MPCC	-	Multi-Purpose Community Centre
MTC	-	Medium-Term Capital Framework
MTCT	-	Mother-To-Child HIV Transmission
NHBRC	-	National Home Builders Registration Council
NSDP	-	National Spatial Development Perspective
PGDS/P	-	Provincial Growth and Development Strategy/Plan
PIMS	-	Planning, Implementation and Management System
O/PMS	-	Organisational Performance Management System
PDA	-	Planning and Development Act 06 of 2008
PMTCT	-	Prevention from Mother to Child
RDP	-	Reconstruction and Development Programme
RIDS	-	Regional Industrial Development Strategy
RRTF	-	Rural Road Transport Forum
RSC	-	Regional Service Centre
SADC	-	South Africa Development Community
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDBIP	-	Service Delivery and Budget Implementation Plan
SDP	-	Site Development Plan
SMME	-	Small, Medium and Micro Enterprise
TA	-	Tribal Authority
TLC	-	Transitional Local Council
VTC	-	Voluntary Testing and Counselling
WSDP	-	Water services Development Plan

THE STRUCTURE OF MTUBATUBA MUNICIPALITY'S IDP

The IDP is a comprehensive document which includes various chapters as per the summary of chapters below:

Chapter 1-Executive Summary: This section provides a brief overview of the Municipality i.e. Area, Population, Administrative etc.

Chapter 2- Planning and Development Principles and Government Priorities: The section provides details of the informants of this IDP- these include: the Sustainable Development Goals, the State of the Nation Address and State of the KZN Province 2019, the Medium Term Strategic Framework, the 14 Outcomes of Government, the Provincial Growth and Development Plan as well as District Growth and Development Plan. A municipal response to these key policy informants is also provided.

Chapter 3-Situational Analysis: The section provides a detailed analysis of the statistics of Mtubatuba relating to the Demographics, Spatial Planning, Environmental Management, Disaster Management, Municipal Transformation & Institutional Development, Service Delivery & Infrastructure, Economic and Social Development, Municipal Financial Management, Good Governance and Public Participation as Well As Cross-Cutting Interventions.

Chapter 4-Development Strategies: This chapter provides the strategic thrust of the IDP, including the strategic objectives of the IDP and the Municipal Vision as adopted by the Council.

Chapter 5-Strategic Mapping and Environmental Management: This section provides a mapping and brief overview of the municipal Spatial Development Framework as well as other national, provincial and regional spatial plans that influence it, such as the Mtubatuba Spatial Development Framework, Mtubatuba Environmental Map, uMkhanyakude Spatial Development Framework, the Provincial Growth and Development Plan 2016 and the District Growth and Development Plan.

Chapter 6- Financial Plan: This section ought to provide an overview of the municipal budget. It is imperative to note that the budget is still at a draft stage. This Chapter, therefore, inevitably contains 2018/2019 data – with the relevant refinements still outstanding and requiring attention by the Municipality.

Chapter 7-Annual Operational Plan/s: this section contains the municipality's draft organisational scorecard, departmental service delivery and budget implementation plans 2020/2021 (the Municipality is in the process of drafting the 2020/2021 scorecard and Departmental SDBIPs. Once the plans shall have been finalised, same will be incorporated into the Draft IDP 2020/2021) which serve as a contract between the administration, the Council and the community. The scorecard reports on key performance indicators including Municipal Transformation and Institutional Development, Basic Service Delivery and Infrastructure Development, Local Economic Development, Good Governance and Public Participation, Municipal Financial Viability and Management and Cross Cutting Interventions.

Chapter 8-Organisational Performance: This section details how the implementation of the IDP will be measured. It provides an overview of the Municipality's Organisational Performance Management System.

It shall be further be noted that in compliance with the IDP Guidelines/IDP Assessment Template the municipality has added both the SDF and Disaster Management Plans as part of the IDP. A

number of policy documents and plans has been sourced from various business units and will be sent to COGTA electronically for the IDP Assessment.

Any information gap that has been identified during the draft IDP/Budget, will be attended to during the month of April/ May 2020, so that the final IDP talks to real needs of our community and available resources to address them.

Chapter 9-Implementation Plan: This section presents programmes and projects that will be implemented within the municipality's area of jurisdiction by the various government departments and state owned entities.

FOREWORD BY HIS WORSHIP THE MAYOR

CLLR. V.M. GUMEDE

This is the fourth generation of the Integrated Development Plan (IDP), following the last local government elections. The Council of Mtubatuba Municipality held its strategic planning session in March 2019 to look at its challenges and interventions, internal and external environmental analysis, vision, mission, core values, goals and strategic objectives in an endeavour to achieve alignment and compliance with the relevant government policies and priorities. It is with great pleasure that I embrace the opportunity to report on the progress in respect of what we pledge to deliver for the community of Mtubatuba Municipality in the next 5-year period.



To start, the IDP has 6 Key Performance Areas which are as follows:

- Municipal Transformation and Institutional Development;
- Basic Service Delivery and Institutional Development;
- Municipal Financial Viability and Management;
- Social and Economic Development;
- Good Governance and Public Participation; and
- Cross Cutting Interventions (Provincial KPA).

The KPAs have goals and strategic objectives and they are in line with the programmes and projects which we have the intention to implement over the next 5-year period in our endeavour to address the below mentioned interventions:

1. Cleanliness of Mtubatuba and St Lucia Towns;
 - As the Mayor of Mtubatuba, I launched the Cleanliness Campaign in Mtubatuba town with all our stakeholders and appealed to all Councillors to lead their ward-based cleanliness campaigns.
 - In St Lucia, we ensured that our stakeholders supports us to build the ablution facility at the Taxi Rank and this, has put an end in an inhuman act, of our people relieving themselves in rather compromising areas.
2. Traffic congestion in Mtubatuba Town and lack of parking space;
 - I instructed my administration to finalise the process of gazettement By-laws and it is encouraging to share with you that they are at the very last stage of gazettement.
 - The existence of the afore-mentioned By-laws will allow us to deal effectively with unruly and nuisance behavior in our towns. As such, we will be getting Traffic Wardens and Traffic Experts to deal with the traffic and in the process generate revenue.
3. Haphazard Street Trading and Unlicensed Businesses;
 - Our Local Economic Development unit, coordinated the informal economy and collectively they came-up with a register mitigate unlawful trading
 - The municipality is now actively enforcing trading licenses and doing business inspection to root-out expired foods.

4. Encouraging participation in Arts, Culture and Sports;

- I am proud to share with you that Mtubatuba sends thousands of Meidans to Umkhosi Womhlanga annually. We are also actively engaging artists to turn their talents to business.
- It is equally worth mentioning that Mtubatuba municipality has positioned sports as a way of life and as a trigger of business opportunities. As such we have successfully revived Boxing in Mtubatuba and judging by the number of reputable provincial-level games that we have hosted, we can only go far.

I would like to take this opportunity to thank the members of the public who actively participated and continue to support the Municipality during the process of the drafting of this IDP, working together with one objective in mind being to create a better future and to improve the lives of our communities. A word of gratitude to our Councillors through the Office of the Speaker, Honourable Cllr. M.M Davies, for always putting the needs of our people first. Finally, the office of the Municipal Manager, Mr. S.R Ntuli, senior managers and officials are also acknowledged for their respective pivotal roles in ensuring that decisions taken are in support of the Council and its resolutions

.....
**HIS WORSHIP THE MAYOR,
CLLR. V.M. GUMEDE**

MUNICIPAL MANAGER'S OVERVIEW

Municipal Manager: Mr SR Ntuli

Greeting people of Mtubatuba

This is one of the most important IDPs to be prepared, as it should take stock of what has been achieved and shape what needs to happen in the near future. Governments in the world are stretched thin by Covid-19 that is questioning Health Systems and the ripple-effect is felt the most by the world's economy. In the country it is an open secret that our economy was already on a slippery slope, as such we were down-graded. In the province, we already had the biggest burden of HIV/TB and unemployment. In the district, water remains a challenge and is now hindering development.

I am flagging all these things thus to highlight the fact that if Government structures and institutions are not strong during this phase, they are likely to suffer long-term or permanent bruises. This is indeed the lesson that at Mtubatuba municipality we learnt the hard way and lucky-enough managed to deal with. The Council of Mtubatuba municipality and the leadership must be commended for taking hard reflection exercises; firstly, accepting to work and be cooperative with the Ministerial Representative. Secondly, commissioning a reflective exercise through the Forensic Investigation and thirdly to deliberately want to resolve the mentioned challenges against all odds. I dare say, history will judge them correctly and people of Mtubatuba will reward them accordingly.

It is comforting to write to you and share that Mtubatuba municipal administrative woes are over. The municipality is fully functional and open for business. However, developmental needs and governance fights continue to be the center to deliver the developmental manifesto of the ruling party and growth needs of Mtubatuba. We want to take advantage of South Africa's recovery after Covid-19 Lockdown, for an example, we will focus our attention towards Local Economic Development. We will zoom into small businesses incubation and unlocking uniquely Mtubatuba markets like banana and avocados. We are strategically positioning ourselves to be counted in the sport-science industry thus working with Department of Sports and Recreation to achieve this dream. We have strengthened our Technical Department in order to increase speed in our response. We have also strengthened our Planning department to ensure that our development falls into schemes and is monitored. We have ensured that we action the Council's position to work with the people who were owing the municipality and find amicable solution, hence we have strengthened the revenue collection. To date we have a positive cash coverage ratio despite starting 2019/20 financial year with the deficit of R90 million.

Lastly, we ensured that public participation is improved through a strategic collaboration with the Rise Community Radio by helping to increase its coverage for effective communication. All of the above, when combined, will contribute to development and ensure that you get quality services which is a result of financial stability that has been created.

Please be safe from the Covid-19, wash your hands and wear your masks regularly.

I thank you

.....
Mr S.R Ntuli
Municipal Manager

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SECTION A: EXECUTIVE SUMMARY

1. EXECUTIVE SUMMARY

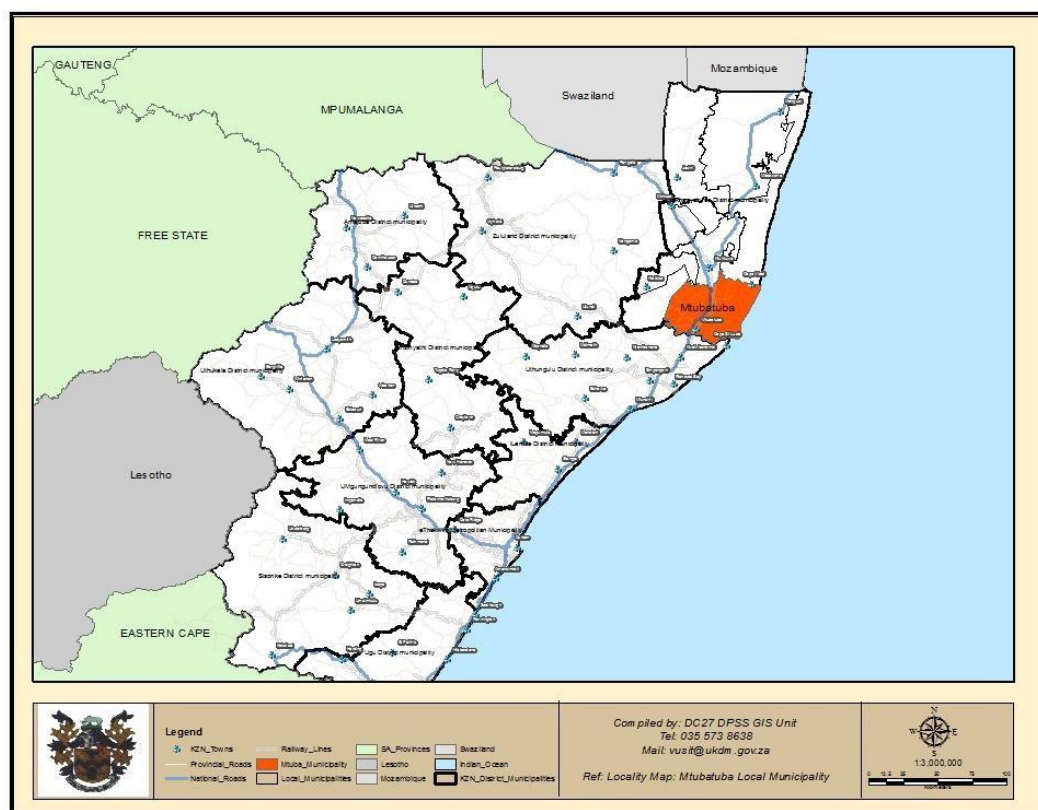
1.1.WHO ARE WE?

Mtubatuba Municipality is one of five Category B Municipalities within the Umkhanyakude District Municipality. It is located on the North-East of the province of KwaZulu-Natal. Mtubatuba forms the Southern end of Umkhanyakude District, with the N2 almost dividing the Municipality into Mtubatuba East, and Mtubatuba West.

Mtubatuba Municipality is bounded to the South by Mfolozi River, which separates the Municipality with Umfolozi Municipality (King Cetshwayo District Municipality) further South. On the East, Mtubatuba Municipality is bordered by the ocean, while it is bounded by the Big Five False Bay Municipality in the immediate North. Hlabisa Municipality and Hluhluwe–Umfolozi Park form the Western boundary of the Municipality.

Mtubatuba Municipality is strategically located along the N2 which links the municipal area to strategic areas such as Richards Bay, eThekweni Metropolitan area, Mpumalanga Province and SADC countries such as Swaziland and Mozambique. While the majority of the Mtubatuba Municipality nodal areas are a product of some form of formal planning exercises, which resulted in the existence of land use management systems, no records exist for any detailed spatial planning processes to guide the social and economic development of the broader Mpukunyoni traditional council area, including areas such as KwaMsane, Mfekayi and Somkhele. According to the 2016 Community Survey, the municipal area has a total population of 202176.

Figure 1: Locality of Mtubatuba



1.1.1 Spatial Location within KwaZulu-Natal

Mtubatuba Municipality forms an integral part of both KwaZulu-Natal Province and Umkhanyakude District. Accordingly, the Municipality is inevitably highly influenced by provincial and district development trends and development within its area of jurisdiction which has significant implications for both the province and the district. Fundamentally, therefore, spatial planning for the future development of Mtubatuba Municipality takes into account development trends and patterns that are taking place at both provincial and district level.

Mtubatuba Municipality enjoys a relatively good access and connectivity at a regional level. One of the national trade routes and major links to the SADC region – the N2 runs through the area linking it to the city of Durban with major urban centres further north. The major challenge is to capitalise on the opportunities presented by this and optimise benefits thereof for the local people.

The development of the R618 (P237-1) as part of the Renaissance Program of the Department of Transport linking the coast (St Lucia) with the Cultural Heritage Corridor areas of Nongoma and Ulundi through Hlabisa also improves regional connectivity and has the potential to unlock development potential (tourism, commerce, etc.) in Mtubatuba, particularly the town and other incipient nodes along the corridor.

The Municipality area has a railway line. There is, however, no air transport infrastructure, instead there are small landing strips at Hluhluwe Town and inside Hluhluwe/Mfolozi Game Reserve.

1.1.2 Regional Context

Mtubatuba Municipality is bounded to the South by uMfolozi River, which separates the Municipality with uMfolozi Municipality (King Cetshwayo District Municipality) further South. On the East, Mtubatuba Municipality is bordered by the Indian ocean, while it is bounded by the Big Five False Bay Municipality to the immediate North. Hluhluwe–iMfolozi Game Park forms the Western boundary of the Municipality. Mtubatuba Municipality is strategically located along the N2 which links the municipal area with strategic areas such as Richards Bay, eThekweni Metropolitan area, Mpumalanga province and SADC countries such as Swaziland and Mozambique.

1.2 DEMOGRAPHIC PROFILE

1.2.1 Population Size

According to a 2016 Community Survey, Mtubatuba Municipality has a total population of 202 176.

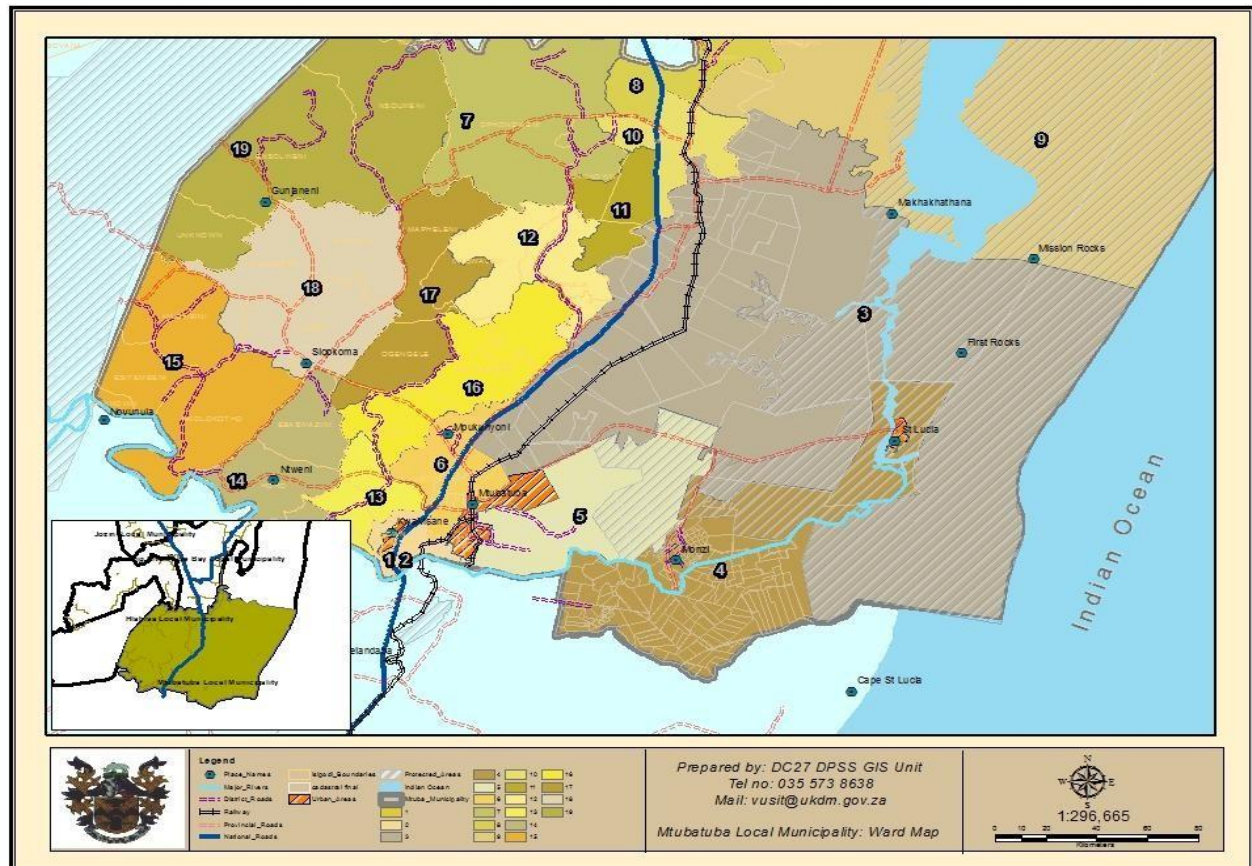
1.2.2 Population Distribution

The population is spread unevenly among the 20 municipal wards. These wards coincide with the growing settlements of Indlovu Village, KwaMsane Township, parts of Mpukunyoni, and Dukuduku Resettlement area. This ward covers mainly the commercial farmlands and is sparsely populated.

1.2.3 Mtubatuba Wards and Traditional Councils

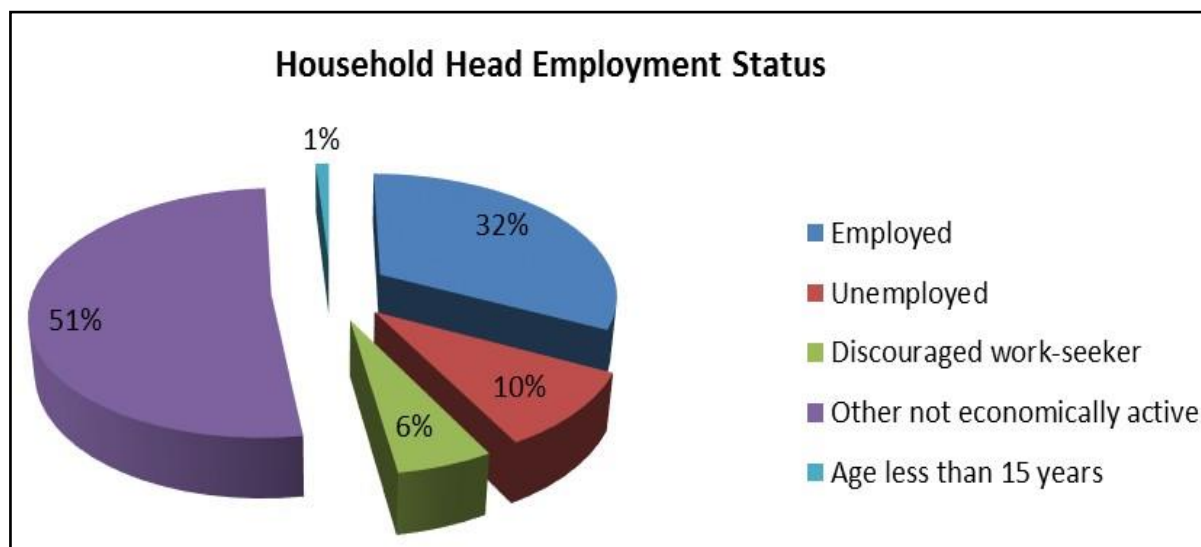
Mtubatuba Municipality comprises 20 wards with 20 Ward Councillors respectively. There is one Traditional Council, known as Mpukunyoni situated to the West of the N2. Map Showing Mtubatuba Wards and Traditional Councils

Figure 2: Mtubatuba Wards and Traditional Councils



1.3 ECONOMIC PROFILE

Figure 3: Household Head Employment Status

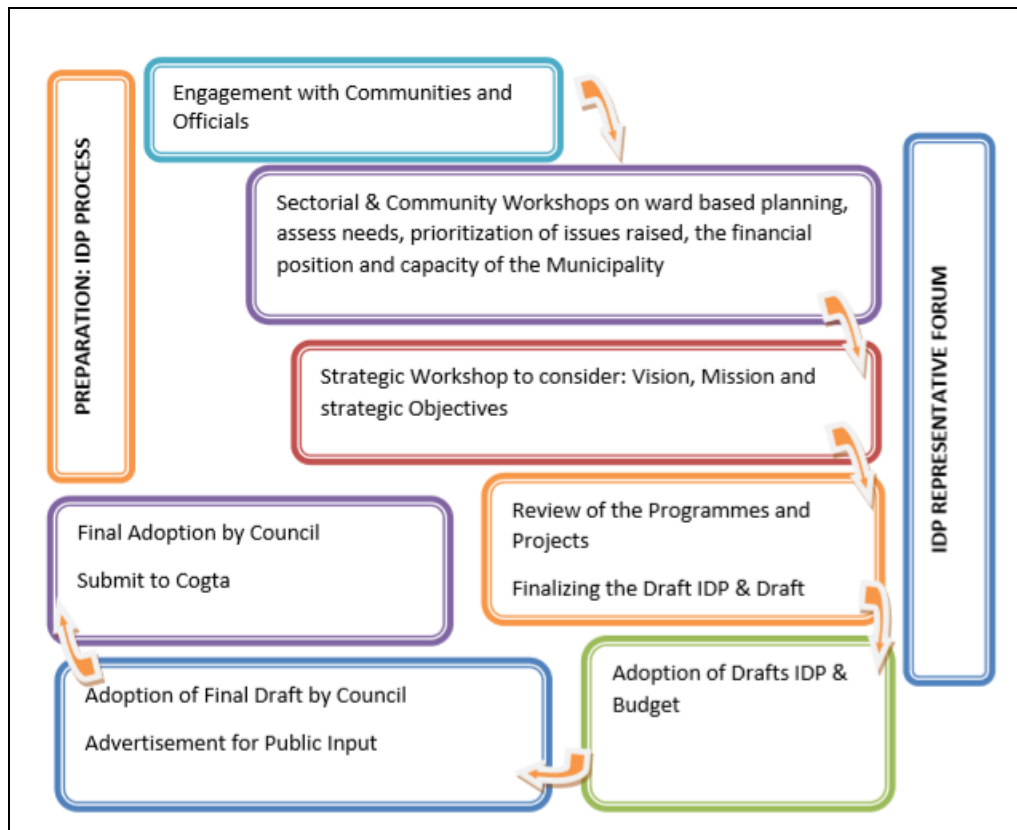


According to the Census 2011, approximately 32% of Mtubatuba Municipality households are employed and the unemployed households account for 10%. It is disturbing to note that over 51% of the households are not economically active, while only 6% of the households are discouraged work-seekers and 1% is below the age of 15 years, meaning there is no child labour within the Municipality.

1.4 HOW WAS THIS PLAN (IDP) DEVELOPED?

The Municipality developed a process plan for the compilation of Mtubatuba Municipality's five-year IDP and the process plan was adopted by Council on July/August 2018. The plan is summarized in the following diagram:

Figure showing the IDP Process



1.4.1 The Process Plan, Approach and Methodology

For the purposes of ensuring certain minimum quality standards of the IDP process including a proper co-ordination between and within spheres of government, the preparation of the Process Plan had been affected in terms of the regulations outlined in Chapter 5 of the Municipal Systems Act, 2000 (Act No. 32 of 2000) MSA. COGTA also has set out a guide for formulation of the Process Plans. The preparation of a Process Plan, which is in essence the IDP preparation process set out in writing, requires adoption by Council and advertisement thereafter.

The plan includes the following:

- An indication of the organizational arrangements for the IDP process;
- Participation of civil communities, organs of state, traditional councils, and other role players in the IDP drafting process;
- Appropriate mechanisms, processes and procedures for consultation; ➤ Mechanisms and procedures for vertical and horizontal alignment;
- A programme specifying the time frames for the different planning steps; ➤ IDP Meetings;
- Cost estimates for the Planning Process; and
- Binding plans and planning requirements, i.e. policy and legislation

First Quarter (July - September)

The first quarter of the municipal financial year serves as the commencement of the implementation of the new budget and reviewed IDP while it is the start of the review process of the IDP for the following year. The most significant actions relates to the closure of the financial year that has lapsed. This refers to the annual audit report that needs to be submitted to the Auditor-General, which is normal practice irrespective of the term of Local government.

As part of the financial audit report, or as a separate report, the municipality will need to prepare and submit an annual performance report. This report or a similar report will need to be tabled at a public meeting as per MSA regulations during this period.

The IDP Process Plan will be adopted by the municipality during this period and will for all practical considerations not deviate substantially from year to year.

5.1.1 IDP, PMS and Budget Broad Action Plan

1 st Quarter	IDP	OPMS	BUDGET
JULY	<ul style="list-style-type: none"> ▪ IDP implementation (2019/20) ▪ Preparation of the IDP Process Plan for the 2020/21 IDP. ▪ Submission of the IDP Process Plan for assessment and comment by the DCOGTA 	<ul style="list-style-type: none"> ▪ 4th quarterly review due (2019/20) ▪ Section 57 Employees performance contracts signed. 	<ul style="list-style-type: none"> ▪ Approval of budget implementation plan by the Mayor or the Executive.
AUGUST	<ul style="list-style-type: none"> ▪ IDP Process Plan for the 2020/21 IDP preparation finalized and adopted by the Council. ▪ Commencement of IDP Analysis Phase (Ward based consultation sessions) ▪ First IDP Steering Committee Meeting ▪ First District IDP RF Meeting convenes – 	<ul style="list-style-type: none"> ▪ Launch campaign to publish performance ▪ OPMS citizens report compiled 	<ul style="list-style-type: none"> ▪ Municipal Manager to submit annual financial statements to the AG for auditing (MFMA S126) ▪ Mayor to table Budget Timetable
SEPTEMBER	<ul style="list-style-type: none"> ▪ Advertisement of the council adopted process plan (MSA S28) ▪ First IDP Representative Forum ▪ Continuation of IDP Analysis Phase (internal assessment ▪ First District Planners Forum Meeting – September ▪ Commencement of IDP Strategies Phase 	<ul style="list-style-type: none"> ▪ First quarterly review due ▪ PMS Audit Committee appointed 	<ul style="list-style-type: none"> ▪ Determination of revenue projections and draft initial allocations to powers and functions and departments for the 2020/21 Financial Year.

5.2. Second Quarter (October - December)

During this period, any new relevant information impacting on the Local Municipality and the IDP will be considered as part of the new IDP preparation. Although there will be changing circumstances throughout the annual business cycle of the municipality this will inform the current status quo of the Municipality and subsequently the revised objectives, strategies and priority projects.

During this quarter, the draft budgets of national and provincial government should be finalised. This will then serve as the principle action which would inform and initialize the commencement of the Local Municipal budgetary process.

5.2.1 IDP, PMS and Budget Broad Action Plan

2 nd Quarter	IDP	OPMS	BUDGET
OCTOBER	<ul style="list-style-type: none"> ▪ Tabling of the Status Quo Report ▪ Evaluation of changed circumstances ▪ Second IDP Steering Committee Meeting ▪ Continuation of IDP Strategies Phase ▪ Development of sector Plans initiation ▪ District Planners Forum Meeting – November ▪ IDP/Budget Roadshow or Mayoral Imbizo – December (DC 27 and all LMs) 	<ul style="list-style-type: none"> ▪ 1st quarterly review due 2019/20 ▪ Inform the IDP Preparation Process of KPA, objectives and strategies 	<ul style="list-style-type: none"> ▪ Review of national policies and budget plans and potential price increase of bulk resources
NOVEMBER	<ul style="list-style-type: none"> ▪ Continuation of development of objectives and strategies ▪ Commencement of IDP Projects Phase 	<ul style="list-style-type: none"> ▪ Inform the IDP Preparation Process of KPA, objectives and strategies 	<ul style="list-style-type: none"> ▪ Initial budget review, taking into account the development of IDP objectives, strategies and projects ▪ National and Provincial departments prepare final draft budgets
DECEMBER	<ul style="list-style-type: none"> ▪ Continuation of IDP Projects Phase ▪ Second IDP RF Meeting -December ▪ Completion of Projects Proposals to inform Municipal, Provincial and National budget processes ▪ Third District IDP Alignment Meeting convenes ▪ District IDP RF Meeting –December 2019 	<ul style="list-style-type: none"> ▪ Inform the IDP Preparation Process of KPA, objectives and strategies 	<ul style="list-style-type: none"> ▪ Accounting Officer and senior officials consolidate and prepare proposed budget and plans for 2020/21 FY taking into account previous years' performance as per audited financial statements (commencement of draft budget) ▪ Council approves tariffs for 20/21 Financial Year

5.3. Third Quarter (January - March)

Due to the linkage between the IDP process and the budgeting process, the IDP preparation, which commenced at an earlier, could now more relevantly be drawn to a conclusion. During this period the draft IDP will be approved by the council and, the council approved draft IDP will be advertised for public comments, for the legislative period of 21 days.

As the final budgets of national and provincial government will be done during this period, and the gazetting of these anticipated, the draft IDP document for the next financial year could be presented to council and public as a final draft document.

At this stage, the performance management system will have concluding functions into the IDP. Consideration of the previous four quarters, inclusive of the findings of the annual evaluation of the PMS of the previous financial year will inform the finalisation of the draft IDP.

5.3.1 IDP, PMS and Budget Broad Action Plan

3 rd Quarter	IDP	OPMS	BUDGET
JANUARY	<ul style="list-style-type: none"> Continuation of Projects Planning Continuation of Sector Planning Commencement of the IDP Alignment phase. District Planners Forum meeting – January 	<ul style="list-style-type: none"> 2nd quarterly review due 20/21 Bi-annual report preparation Tabling of Mid- Year Assessment Report to Council. Table in Council the Annual report of the Municipality for the year ended 30 June 2019. 	<ul style="list-style-type: none"> Review of proposed National and Provincial allocations to the Municipality for incorporation into the draft budget for tabling (Proposed National and Provincial allocations for three years must be made available by 20 January of each year) MFMA s 36 Review all aspects of budget including any unforeseen & unavoidable expenditure in light of need for an adjustments budget. Consider mid-year (Sec 71 & 72) Reports, review implementation of budget & SDBIP.
FEBRUARY	<ul style="list-style-type: none"> Integration of Processes Third IDP Steering Committee Meeting Finalization of draft IDP document District IDP RF meeting – February 2020 	<ul style="list-style-type: none"> Baseline information survey 	<ul style="list-style-type: none"> Tabling of the 2019/20 adjustment budget to Council Submission to Mayor proposed budgets and Plans for the next three years- budget taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual reports. Submit the tabled adjustments budget to the Provincial & National Treasury.

MARCH	<ul style="list-style-type: none"> ▪ Third IDP Representative Forum Meeting convenes March 2020 ▪ Adoption of the draft IDP by the council. ▪ Submission of the draft IDP document for assessment by sector departments 	<ul style="list-style-type: none"> ▪ Finalization of baseline information survey ▪ Consider & approve, reject or refer back the annual report at a Council meeting. ▪ Adopt an oversight report providing comments on the annual report. 	<ul style="list-style-type: none"> ▪ Table in Council the annual budget and all supporting documents ▪ Accounting Officer publishes tabled budget, plans and proposed revisions to IDP, invites public comments and submits to National Treasury (NT) and Provincial Treasury (PT) MFMA S22 & 37; MSA Ch 4 as amended ▪ Review of changes in prices for bulk resources as communicated by 15 March – MFMA s 42 ▪ 90day municipal budget process commences – MFMA s 16, 22, 23, 87; MSA s 34 ▪
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5.4. Fourth Quarter (April - June)

During this period, the national and provincial government departments should gazette its allocations to the respective municipalities, which could be regarded as part of the comments received on the final draft IDP document. With this information officially available to municipalities, the IDP process could accurately be concluded and adopted by council. The budget, as an integral part of the IDP, could now be finalised as per the relevant legislation.

One of the principle reasons for finalising the IDP during this quarter, and not the previous quarter, is the time gap between the end of March and the beginning of July (the new municipal financial year). It is anticipated that only minor changes will occur during the fourth quarter, but it will ensure that all the information in the IDP is up to date when its implementation starts.

The IDP will be submitted to the MEC during the month of June and this will allow the municipality the next three quarters to consider the comments by the MEC as part of its next review.

The final budget will be adopted at the same time as the IDP and it is proposed that the budget and the IDP include clear cross reference to each other.

5.4.1 IDP, PMS and Budget Broad Action Plan

4th Quarter	IDP	OPMS	BUDGET
APRIL	<ul style="list-style-type: none"> ▪ Advertisement of the draft IDP Review (21 day notice period) ▪ Assessment of the IDP by sector departments ▪ Feedback consultation session 	<ul style="list-style-type: none"> ▪ 3rd quarterly review due ▪ Submit the Annual report & the oversight report to the Provincial Legislature. 	<ul style="list-style-type: none"> ▪ Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year ▪ Consultation with National and Provincial treasuries to finalize

	<ul style="list-style-type: none"> ▪ Forth IDP Steering committee Meeting ▪ Consideration of inputs following 21 day notice period ▪ District IDP RF Meeting – April 2020 	<ul style="list-style-type: none"> ▪ Publicise the oversight report. 	<p>sector plans for water, sanitation, electricity etc – MFMA s 21</p> <ul style="list-style-type: none"> ▪ Review quarterly projections for period ending 31 March 2018 for service delivery and Budget Implementation Plan and compare actual performance to objectives, in conjunction with preparation of section 52 reports.
MAY	<ul style="list-style-type: none"> ▪ Fourth IDP RF Meeting ▪ Consideration of gazetted budgets from National and Provincial Government Departments ▪ Consideration of inputs from assessment by sector departments ▪ Council adoption of 2020/21 IDP/Budget document 	<ul style="list-style-type: none"> ▪ Service Delivery and scorecards targets set for the next financial year ▪ Annual strategic targets broken down to quarterly targets 	<ul style="list-style-type: none"> ▪ Public hearings on the budget and Council debate ▪ Council considers views of the community, NT, PT and other Provincial and National organs of the state and municipalities ▪ Accounting Officer assists the Mayor in preparing the final budget documentation for consideration and approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of material nature ▪ Mayor to be provided with an opportunity to respond to submissions during consultation budget amendments for Council consideration ▪ Council to consider approval of budget and plans at least 30 days before start of budget year – MFMA s 23, 24, MSA Ch 4 as amended
JUNE	<ul style="list-style-type: none"> ▪ Advertisement of the council adopted IDP. ▪ Submission of Council adopted IDP document to the MEC for noting and comment. 	<ul style="list-style-type: none"> ▪ Approval of services and strategic scorecard targets ▪ Review and conclusion of HoD performance contracts ▪ Audit Committee meeting for informing the annual performance report. 	<ul style="list-style-type: none"> ▪ Council to approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source expenditure by vote before start of budget year – MFMA s 213, 24: MSA Ch 4 as amended ▪ Accounting Officer of the Municipality publishes adopted budget and Plans – MFMA s 69; MSA s57 ▪ Accounting Officer submits to the Mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s 57 (1) (b) of the MSA MFMA s 69; MSA s 57 ▪ The Mayor approves the SDBIP within 28 days after approval of the budget and ensures that annual performance contracts are concluded in accordance with s 57 (2) of the MSA. ▪ submits the approved SDBIP and draft performance agreements to the Mayor for the submission to MEC for Local Government and makes public within 14 days after approval – MFMA s 53; MSA s 38-45, 57 (2) ▪ Council finalizes a system of delegations – MFMA s 59, 79, 82; MSA s 59-65

Detailed Budget Process Plan

Figure: Showing the Details of the Budget Process Plan

TIME SCHEDULE OF KEY DEADLINES		
Mayor to Table in Council 10 Months Prior to Start of Budget Year		
	Mayor and Council	Administration - Municipality
July	Mayor begins planning for next three-year budget in accordance with co-ordination role of budget process MFMA s 53 Planning includes review of the previous years' budget process and completion of the Budget Evaluation Checklist	Accounting officers and senior officials of municipality and entities begin planning for next three-year budget MFMA s 68, 77 Accounting officers and senior officials of municipality and entities review options and contracts for service delivery MSA s 76-81
August	Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP (as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year. MFMA s 21,22, 23; MSA s 34, Ch 4 as amended Mayor establishes committees and consultation forums for the budget process	
September	Council through the IDP review process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans	Budget offices of municipality and entities determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc)
October		Accounting officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials MFMA s 35, 36, 42; MTBPS
November		Accounting officer reviews and drafts initial changes to IDP MSA s 34
December	Council finalises tariff (rates and service charges) policies for next financial year MSA s 74, 75	Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous years performance as per audited financial statements
January	Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget year MFMA s 87(1)	Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January) MFMA s 36
February	Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity MFMA s 87(2)	Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report Accounting officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year MFMA s 37(2)
March	Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of month MFMA s 87(2) Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year MFMA s 16, 22, 23, 87; MSA s 34	Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed MFMA s 22 & 37; MSA Ch 4 as amended Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March MFMA s 42
April	Consultation with national and provincial treasuries and finalise sector plans for water, sanitation, electricity etc MFMA s 21	Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year
May	Public hearings on the budget, and council debate. Council consider views of the local community, NT, PT, other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider approval of budget and plans at least 30 days before start of budget year. MFMA s 23, 24; MSA Ch 4 as amended Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality MFMA s 87	Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature

<p>June</p>	<p>Council must approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year MFMA s 16, 24, 26, 53</p> <p>Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval. MFMA s 53; MSA s 38-45, 57(2)</p> <p>Council must finalise a system of delegations. MFMA s 59, 79, 82; MSA s 59-65</p>	<p>Accounting officer submits to the mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s 57(1)(b) of the MSA. MFMA s 69; MSA s 57</p> <p>Accounting officers of municipality and entities publishes adopted budget and plans MFMA s 75, 87</p>
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Abbreviations: **IDP** - Integrated Development Plan; **MFMA** - Local Government: Municipal Finance Management Act, No. 56 of 2003; **MSA** - Local Government: Municipal Systems Act, No. 32 of 2000, as amended; **MTBPS** - National Treasury annual publication, Medium Term Budget and Policy Statement; **NT** - National Treasury; **PT** - Provincial Treasuries; **SDBIP** - Service Delivery and Budget Implementation Plan

1.4.2 IDP Public Participation

Public participation is important to determine the community needs in relation to the developmental priorities during the public meetings and information gathering. Mtubatuba Municipality utilizes the following mechanisms for public participation when developing its IDP:

- **IDP Representative Forum (IDP RF):** This forum represents all stakeholders and key interested and affected parties. This includes the ward committees, Amakhosi, Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), etc.
- **Media:** Local newspapers are used to inform the public about progress with the IDP and to invite comments on the process plan, draft IDP and final adoption of the IDP.
- **Radio Slots:** The community radio station is used to make public announcements where necessary.
- **Mtubatuba Website:** Mtubatuba website will also be utilized to communicate and inform the community. Copies of the IDP and Budget are placed on the website for people and service providers to download.
- **Ward Committees:** Mtubatuba Municipality has adopted the Ward Committee policy which has resulted to the establishment of ward committees. The Municipality considers ward committees as one of the institutional bodies to fast-track service delivery. They are represented in the IDP RF meetings and their input is always considered. They are also being used to disseminate the information about the agenda of the Municipality.
- **Municipal Notice Boards:** Used to inform stakeholders about critical IDP meetings as well as important notices.
- **Community Road Shows:** Mtubatuba Municipality has held community road shows to publicise the draft IDP and budget after the approval in March 2019.
- **Information Sheet/Brochures/Pamphlets:** Any of these is used to communicate the IDP and Budget related activities to the communities.

Figure: Specific dates for events that have been mentioned in the previous section

ACTIVITY	DATE	VENUE
1. District IDP RF Meeting	August 2020	District offices
2. IDP Steering Committee meeting	August 2020	Municipal Boardroom
3. First IDP RF meeting	5 September 2019	Municipal Council Chamber
4. District IDP Planners Forum Meeting	September 2020	District offices
5. District IDP Steering Committee meeting	September 2020	District offices
6. IDP Steering Committee Meeting	October 2020	Municipal Boardroom
7. Budget/IDP Road Show	October 2020	To be confirmed with DC 27
8. District IDP Steering Committee meeting	November 2020	District offices
9. Second IDP RF meeting	04 December 2020	Municipal Council Chamber
10. District Planning Forum Meeting	January 2021	District offices
11. District IDP Steering Committee	January 2021	District offices
12. Third IDP RF meeting	21 March 2019	Municipal Council Chamber
13. District IDP Steering Committee Meeting	N/A	N/A
14. Adoption of reviewed IDP/Budget (Draft)	March 2021	Municipal Council Chamber
15. IDP Steering Committee meeting	April 2021	Municipal Boardroom
16. District Planning Forum Meeting	April 2021	District offices
17. District IDP R Forum Meeting	April 2021	District offices
18. IDP Consultative Session (Feedback)	April 2021	To be determined
19. District IDP Steering Committee Meeting	May 2021	District offices
20. IDP Final adoption by council	May 2021	Municipal Council Chamber
21. Fourth IDP RF Meeting	19 May 2021	Municipal Council Chamber

For more detailed information on events that will be taking place across the entire Local Municipality (other than IDP meetings) a calendar with all events can be made available upon request

IDP /Budget (Feed Back) Mayoral Imbizo per Cluster

Figure: Table Showing IDP /Budget (Feed Back) Mayoral Imbizo per Cluster

During the month of November 2018 Mtubatuba Local Municipality, under the leadership of his worship the Mayor Cllr VM Gumede initiated the process of undertaking the IDP consultative sessions in Cluster, A,B, C & D to obtain inputs from the community on developmental issues that need to be addressed in the 2019/20 IDP Review. The IDP Consultative sessions were successful in cluster A & D. Due to unforeseen circumstances, the sessions for B & C were cancelled.

	Ward	Venue	Date	Time
1.	WARD 01 – 20	Town Hall	April 2020	10H00

1.5.1 MEC Comments for 2019/20

Mtubatuba Municipality acknowledges the MEC's Comments and recommendations made in respect of the 2019/20 IDP Review. The comments have proved fundamental in enriching the process towards the compilation and content of this IDP. The municipality has prepared an IDP Action Plan 2020/21 hereto for ease of reference.

In January 2020 the Mtubatuba Municipality looked at all the issues that were raised by the MEC and addressed each issue accordingly. Mtubatuba Municipality's Back-to-Basics Support Plan is critical in addressing the issues that are lacking and affecting the service delivery as required in the Local Government sector. The IDP process provides an opportunity for the Municipality to debate and agree on a long-term vision and strategy that set the context for objectives and strategies. The intention of the IDP is not to repeat the general information in the previous documents, but to focus on the relevance of identified key strategic development priorities that need attention within the Municipality. On the above note, Mtubatuba Municipality will direct its focus at implementing projects and programmes deriving from the community ward needs conducted in February 2020 and strategies from the 2019/20 Integrated Development Plan (IDP). This will be achieved through innovatively solving challenges the Municipality is faced with as a medium capacity municipal entity.

In addition to the above, the forth generation of Mtubatuba IDP is drafted along the seven Provincial Growth and Development Strategy (PGDS) goals (revised 2016 PGDS). Lastly, the IDP will also link the goals listed below with the Key Performance Areas.

The 7 PGDS goals are:

- Inclusive economic growth;
- Human resource development;
- Human and community development;
- Strategic infrastructure;
- Environmental sustainability;
- Governance and policy; and
- Spatial equity.

1.5.2 2018/2019 Auditor General's Findings, Management Response and AG Action Plan

Mtubatuba Municipality acknowledges the findings and recommendations of the Auditor General made in respect of the 2018/19 Financial Year. The comments were instrumental in enriching the process towards the compilation and content of this IDP. To this end, therefore, an AG action plan has been developed to address all issues raised in the Audit Report and is attached as **Section A1**

1.5.3 Municipal Challenges and Proposed Interventions

KPA-1: Municipal Transformation and Institutional Development	
Challenges	Interventions
Limited budget for Councillors and staff training	Source funding for training of staff and
KPA-2: Basic Service Delivery and Infrastructure Development	
Ageing of infrastructure	Developed a Comprehensive Infrastructure Plan (CIP) and need additional funding to implement the CIP. (National Treasury/Provincial Treasury/Department of Energy/COGTA/Private Sector
Inadequate funding for infrastructure development	Source funding to implement CIP from relevant funding sources/sector departments
Inadequate operations and Maintenance of plants	Hiring of plants for a three (3) year contract to prevent going for advert always as the turnaround time is long.
Backlog in Road Rehabilitation	Proper traffic count and comprehensive Pavement Management System need to be done
Limitation of Grants	Application of additional type of grants such as small
Lack of Spatial (Referencing) Capturing of capital projects (Mapping)	Appointment of a GIS Specialist to undertake spatial capturing-geo-referenced data for all capital
Housing backlog and lack of implementation of the Housing Sector Plan	A service provider for the review of the housing Sector plan has since been appointed. The housing sector plan will be completed
Non-functionality of IGR Structure	Strengthening of IGR structure
KPA-3: Local Economic Development	
Water crisis	To create an enabling environment in relation to water usage to reduce the negative impact resultant from the water crisis.
Review of LED Strategy	To facilitate growth and development within the Municipality. To alleviate poverty and create jobs.
KPA-4: Municipal Financial Viability and Management	
Reliance on government grants	To ensure that the Municipality is financially viable by exploiting new sources of revenue and consolidating debt management processes

Lack of reliable revenue base	<p>To manage municipal finances in an efficient and Cost-effective manner to maximize value for all municipal resources.</p> <p>Data cleansing to ensure the accuracy of information</p> <p>To ensure accurate and reliable billing</p>
Unqualified Audit Opinion	To strive for a Clean Audit Opinion
KPA-5: Good Governance and Public Participation	
Poor functioning of IGR structures	<p>To strengthen good relations with the District Municipality, Provincial and National Departments, service providers and strategic partnerships</p> <p>To streamline decision making processes and implementation</p> <p>To facilitate community development and involvement in all aspects of local governance.</p> <p>To ensure higher levels of community participation and understanding of powers and functions as well as constraints and opportunities</p>
Gaps within the municipalities' communication strategy.	To develop an effective internal and external communication strategy
Draft <i>Batho Pele</i> Policy Framework and Service Delivery Improvement Plan.	Adhere to the <i>Batho Pele</i> Policy Framework and Service Delivery Improvement Plan
KPA-6: Cross Cutting Interventions	
Lack of Integrated Spatial Plans	<p>Review SDF and address the MEC-IDP Comments</p> <p>2019/2020</p>
JMPT has been established	The establishment of a District Joint MPT by LMs and the District Municipality and signed agreement.

1.5.4 SWOT Analysis

The Municipality's SWOT Analysis is addressed in the Situational Analysis Chapter and is provided at the end of each Key Performance Area.

1.5.5 Municipal Goals, Strategic Objectives, Programmes, Projects and Budget 2020/2021

The Municipality's Goals, Strategic Objectives, Programmes and Projects are addressed in the Chapter 4: Development Strategies.

1.5.6 Strategic Projects and Capital Investment Framework 2020/2021

The Capital Investment is annexed hereto

1.5.7 Mtubatuba Broad-Based Community Needs 2019/2020

The Project Phase is about the design and specification of projects for implementation. The Mtubatuba Municipality has to ensure that the projects/programmes identified have a direct linkage to the priority issues and the objectives that were identified in the preceding phases.

1.5.8 Community Development Needs and Priorities 2016/2017 to 2021

The Municipality held a number of community participation meetings in all wards in order to obtain their basic needs and priorities. The list below has the needs and priorities for 20 wards in Mtubatuba Municipality.

WARD 1

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	Lack of Lighting in certain areas of Kwa-Msane, request for Apollo lights	Technical Department
2.	Storm Water upgrade Request of V Drains in the roads Pedestrian walks (Pavement)	Technical Department
3.	<ul style="list-style-type: none">➤ Employment opportunities➤ Vulnerable groups assistance programme especially (Elderly)➤ Ward one (1) Special programmes budget➤ Boy child plans by the municipality➤ High School Bursaries	Social Services
4.	<ul style="list-style-type: none">➤ Completion of ungravelled roads in Kwa-Msane➤ Speed humps on certain roads within the area➤ Drainage system of the whole ward needs urgent attention	Technical Department
5.	<ul style="list-style-type: none">➤ Skip bin to be placed opposite Inkosi Mzondeni Civic center, for litter accumulated when events are taking place;➤ Proper dumping area;➤ By- laws applicable to ward 1; (relevant to pets eg.dogs)➤ No cutting of grass in undeveloped sites	Community Services Department

	➤ cleanup Campaign of Kwa- Msane	
6.	<ul style="list-style-type: none"> ➤ Presentation of tariffs in terms of billing system ➤ Courteous treatment of customers when coming to pay or negotiate their accounts (Batho Pele); ➤ Correct billing; ➤ Indigent Residence database ➤ Inconsistence Municipal Rates ➤ Presentation of Revenue generation strategy ➤ Use of SMS to disseminate Municipal related updates & Information ➤ To ensure that Service Providers give back to Community 	Finance Department

WARD 2

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	➤ Water Crisis	UMkhanyakude District Municipality
2.	➤ Community Hall in ward 2	Technical services
3.	➤ Access roads	Technical services
4.	➤ Terrible Access Road Conditions	Technical Services
5.	<ul style="list-style-type: none"> ➤ Housing ➤ There is an elderly woman who is living on rented accommodation with a disabled Child 	Department of Human Settlement Planning Department
6.	<ul style="list-style-type: none"> ➤ Speed Humps on the N2 adjacent to Ward 1 & 2 ➤ Pedestrian bridge over the N2 to allow safe crossing of children and community members 	Department of Transport Technical Services
7.	<ul style="list-style-type: none"> ➤ No community facilities ➤ No Halls ➤ No access roads ➤ No Electricity ➤ Adhoc Development 	Technical Services

WARD 3

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> ➤ Khula Tarred Main Road ➤ Road Shelters 	Technical Services Department

	<ul style="list-style-type: none"> ➤ Khula Nomathiya hall toilets not working ➤ Khula Main masterlights ➤ Fencing of information center 	
2.	<ul style="list-style-type: none"> ➤ Umzabalazo Pension Point ➤ Dukuduku Pension Point ➤ Khula Pension Pay point refurbishment 	Social Department
3.	<ul style="list-style-type: none"> ➤ Gymnesuim ward 3 ➤ Sports ground ➤ Public park with swimming pool 	Community Services
4.	<ul style="list-style-type: none"> ➤ Markert stalls in ward 3 along the road R618 ➤ Skill development center ➤ Khula Agricultural projects – Farming 	LED

WARD 4

NO.	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> ➤ Assisting Fisherman's through working equipment ➤ Unemployment rate 	LED
2.	<ul style="list-style-type: none"> ➤ Water scarcity ➤ Toilets ➤ No development at Weni area ➤ Electricity provision ➤ Robots in all intersections ➤ Sports ground at Zwenelisha ➤ Construction of houses 	Technical Services Umkhanyakude District Municipality DOE Department of Human settlements
3.	<ul style="list-style-type: none"> ➤ Clinic at Ezwenelisha 	Department of Heath
4.	<ul style="list-style-type: none"> ➤ Clear boundaries of ward 4 and 5 	Dermacation Board
5.	<ul style="list-style-type: none"> ➤ Ward 4 is divided onto 3, there is A;AB and C which received development is unequal ways 	Executive Department
6.	<ul style="list-style-type: none"> ➤ Assistance of widows by the Municipality 	Executive Department
7.	<ul style="list-style-type: none"> ➤ Internship project 	Corporate Services

WARD 5

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> ➤ Provision of Electricity ➤ High Mast lights ➤ Access Roads ➤ Million road is deteriorated and requires immediate intervention ➤ Nkanini Road requires immediate intervention ➤ Water ➤ Fixing of burst Pipes 	Technical Services UMkhayakude District Municipality
2.	<ul style="list-style-type: none"> ➤ Installation of Market Stalls ➤ LED Initiatives ➤ Assisting of Co-operatives Registration 	LED
3.	<ul style="list-style-type: none"> ➤ Building of High School 	Department of Education
4.	<ul style="list-style-type: none"> ➤ Youth Affairs ➤ Youth Skills Development ➤ Gymnasium 	Youth Department
5.	<ul style="list-style-type: none"> ➤ Library 	Department of Arts & Culture
6.	<ul style="list-style-type: none"> ➤ Increased Crime Rate 	SAPS CPF's
7.	<ul style="list-style-type: none"> ➤ Clinic closes early 	Department of Health

WARD 6

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> ➤ Access Road from Kwiliza to KwaMsweli need to be gravelled ➤ Ebumnandini access road need to be gravelled ➤ Nkombose Access Road 	Mtubatuba Municipality
2.	<ul style="list-style-type: none"> ➤ Zikhali Creche ➤ Thubelihle Creche 	LED
3.	<ul style="list-style-type: none"> ➤ Ngqopheni Community Hall ➤ Chuphucuku Sportfield ➤ Disko Ground @ Nkombose 	Department of Education
4.	<ul style="list-style-type: none"> ➤ Youth Development Skills at Nkombose 	Youth Department
5.	<ul style="list-style-type: none"> ➤ Sizwangentwana Paying Point ➤ Nkodibe Paying Point 	Social Services

6.	<ul style="list-style-type: none"> ➤ Water priorities ➤ Toilets @ Ngqopheni and Nkombose 	SAPS CPF's
7.	<ul style="list-style-type: none"> ➤ Housing project @ Ngqopheni and Nkombose 	Department of Human ewoars
8.	<ul style="list-style-type: none"> ➤ Nkombose CO-OP 	LED

WARD 7

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> ➤ Clinic ➤ Ntondweni Clinic ➤ Mbo - Clininc ➤ Mobile Clinic 	Department of Health
2.	<ul style="list-style-type: none"> ➤ Toilets Crisis 	Technical Services
3.	<ul style="list-style-type: none"> ➤ Access Roads (Grader) ➤ Course way ➤ TLB To pave access to cultivation area ➤ Cebandoda Dam ➤ Walkway bridge 	Technical Services
4.	<ul style="list-style-type: none"> ➤ Housing Allocation 	Planning Department Human settlements
5.	<ul style="list-style-type: none"> ➤ Access to job opportunities such as EPWP 	Corporate Services
6.	<ul style="list-style-type: none"> ➤ Provision of Electricity 	Technical Services Department of Energy
7.	<ul style="list-style-type: none"> ➤ Crèche ➤ Babusise Creche 	Social Department
8.	<ul style="list-style-type: none"> ➤ LED Initiatives ➤ Buying of Nguni cows ➤ Purchasing of Sewing machine ➤ Nursery ➤ Kwa- Makhoba – Mini Mall ➤ One home one garden ➤ Agricultural Plans for the community as part of LED 	LED
9.	<ul style="list-style-type: none"> ➤ Youth games 	Executive Department
10.	<ul style="list-style-type: none"> ➤ Tourism 	Planning epartment

11.	➤ Library	Department of Arts and Culture
12.	➤ Ndombeni Sports Ground	Technical Services

WARD 8

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> ➤ Electricity – Mahlabinyathi ➤ Electricity infills 	Eskom Technical Services
2.	<ul style="list-style-type: none"> ➤ Housing 	Planning Department Human settlements
3.	<ul style="list-style-type: none"> ➤ Qakhwini Pension Pay point <p>Upgrade of Nhlonhlweni Crèche Crèches:</p> <ul style="list-style-type: none"> ➤ Makhosana ➤ Mbaliyamazulu ➤ Gumbi ➤ Zamokwethu 	Social Department
4.	<ul style="list-style-type: none"> ➤ Access roads ,gravelling of all access roads including the one going to the hall ➤ Gravel roads: ➤ Ngwane ➤ Mambuka ➤ Livestock Dams 	Technical Services Department
5.	<ul style="list-style-type: none"> ➤ Water ➤ Sanitation 	Umkhanyakude District Municipality
6.	<ul style="list-style-type: none"> ➤ Library 	Department of Arts & Culture

WARD 9

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> ➤ Ibiza Creche 	Department of Social Services
2.	<ul style="list-style-type: none"> ➤ Water project 	Umkhanyakude District Municipality
3.	<ul style="list-style-type: none"> ➤ Infields (Electrification) 	Eskom
4.	<ul style="list-style-type: none"> ➤ Kwa – You Access roads 	Technical Services Department

WARD 10

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> ➤ Community /LED projects ➤ Employment opportunities ➤ Woman's projects/computer projects at KwaNyawo 	LED
2.	<ul style="list-style-type: none"> ➤ Toilets ➤ Boreholes and water tanks ➤ Boreholes at Esikalini 	Umkhanyakude District Municipality
3.	<ul style="list-style-type: none"> ➤ Sport facilities 	Community Services
4.	<ul style="list-style-type: none"> ➤ Housing 	Technical Services Department
5.	<ul style="list-style-type: none"> ➤ Electricity at Ngananeni 	Eskom
6.	<ul style="list-style-type: none"> ➤ Clinic 	Department of Health
7.	<ul style="list-style-type: none"> ➤ Library 	Department of Arts & Culture

WARD 11

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> ➤ Provision of electricity 	Eskom
2.	<ul style="list-style-type: none"> ➤ Tents ➤ Grass Cutters ➤ Sports Jersey (All codes) ➤ Youth Facility for Music (Recording instruments at Mkekayi/Shikela) ➤ Sound system ➤ Container for Cellphones ➤ Gardening Material ➤ Material for Blocks ➤ Chicken Farming ➤ Pigs Farming (Piggery) ➤ Goats Farming ➤ Chicken Farming ➤ Pigs Farming (Piggery) ➤ Goats Farming ➤ Car wash Facilities (Ubizo Carwash) ➤ Market Stalls (Ngewane and Mgawini) 	LED

	<ul style="list-style-type: none"> ➤ Sewing Machines ➤ Computet Centre (Bhekamandla) 	
3.	<ul style="list-style-type: none"> ➤ Provision of toilets ➤ Water and sanitation 	Umkhanyakude District Municipality
4.	<ul style="list-style-type: none"> ➤ Clinics 	Department of Health
5.	<ul style="list-style-type: none"> ➤ Sport field ➤ Bhekamandla Community Hall ➤ Sportsfields (Jubisa) ➤ Workshop for cars (Mchakwini) ➤ Access roads ➤ Roads (Qedumoya, Siyoni Dube) 	Technical Services
7.	<ul style="list-style-type: none"> ➤ Construction of houses 	Planning Department Human settlements
8.	<ul style="list-style-type: none"> ➤ Provision of a mobile library 	Department of Arts & Culture
9.	<ul style="list-style-type: none"> ➤ Creches (Hlazane, Bhekamandla, Bhokoza, Ndabandaba) 	Social Department

WARD 12

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> ➤ Construction of houses 	Department of Human Settlement Planning Department
2.	<ul style="list-style-type: none"> ➤ Provision of electricity at Sabhuza area 	Eskom
5.	<ul style="list-style-type: none"> ➤ Mbilini crèche ➤ Paypoint at Madwealeni 	Social Department
8.	<ul style="list-style-type: none"> ➤ Water Scarcity ➤ Provision of toilets 	UMkhanyakude District Municipality
9.	<ul style="list-style-type: none"> ➤ Development of a water dam ➤ Dams in ward 12 ➤ Tar roads ➤ Ngodlongodlo bridge ➤ Community hall at Madwaleni ➤ Construction of a sport field at Shikishela 	Technical Services
10.	<ul style="list-style-type: none"> ➤ Construction of Clinic 	Department of Health

11.	➤ The Bus from Nkundusi area should use the route that has a bridge contracted so that it can be closer to the community	Department of Transport
12.	➤ Unavailability of a Gym	Executive Department (Youth Affairs)
13.	➤ Provision of a mobile library	Department of Arts & Culture
14.	➤ Non- Funding of co-operatives by the municipality	Planning Department (LED)
15.	➤ Non functionality of war - rooms	OSS Mtubatuba LTT

WARD 13

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> Youth to be accommodated by the Municipal SDF section Lack of communication between the Municipality and the community, when there is a construction in progress in the ward they are not informed as the community so that the youth can benefit. 	Executive Department (Youth Affairs)
2.	<ul style="list-style-type: none"> Construction of houses 	Department of Human Settlement Planning Department
5.	<ul style="list-style-type: none"> Provision of electricity at Gazu area Phaphasi – Esiphekephekeni and Nqutshini area Nkombose – Majazana, Ekusasaletu area and Magiya Baswazini – Ninela and Dutch High Mast lights (Uphaphasi – 3 ; Nkombose – 3; Baswazini – 3) 	Technical Services DOE
8.	<ul style="list-style-type: none"> Construction of a crèche at -uPhaphasi area;Sphesihle @ Nkombose; Ninela @ KwaNinela; Renewal of Thuthukani Baswazi in Dutch 	Department of Social Development
9.	<ul style="list-style-type: none"> Access road Dutch to Dakie to Ndebele (Baswazini) Access road Gezi to Enkomazi river to Kwamsane Clinic Access Road Kwa Majazane to getto (Nkombose) Access road Amagwici (Baswazini) Gravelling of access roads Renovation of Dutch Hall 	Technical Services
10.	<ul style="list-style-type: none"> Sport field at Baswazini ; Uphaphasi;Nkombose Provision of Water Dams 	Technical Services
11.	<ul style="list-style-type: none"> Water Scarcity Sanitation – Phaphasi;Nkombose; Baswazini Provision of Community water tanks 	UMkhanyakude District Municipality

12.	<ul style="list-style-type: none"> Clinic 	Department of Health
13.	<ul style="list-style-type: none"> Agricultural Activities i.e gardens @ Uphaphasi; Nkombose & Baswazini Small businesses to be registered 	Planning Department (LED)
14.	<ul style="list-style-type: none"> EPWP working days to be extended 	Technical Services
15.	<ul style="list-style-type: none"> Provision of Disaster Management assistance 	Community Services Department (Disaster Management)
16.	<ul style="list-style-type: none"> Single mothers to be accommodated in a municipal budget Sewing Machine for Co-ops (Uphaphasi; Nkombose & Baswazini) 	Executive Department (Special Programs)

WARD 14

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> ➤ Construction of houses 	Department of Human Settlement Planning Department
2.	<ul style="list-style-type: none"> ➤ Construction of Clinic 	Department of Health
3.	<ul style="list-style-type: none"> ➤ Ogagwini Hall ➤ Nomathiya hall – renovation 	Technical Services
4.	<ul style="list-style-type: none"> ➤ Kwamshaya Crèche ➤ Kwahoho Crèche ➤ Unavailability of crèche ➤ Renovation of crèche next to Nomathiya hall 	Department of Social Development
5.	<ul style="list-style-type: none"> ➤ Community Garden ➤ LED sewing machine and brick making machine ➤ LED and Co-ops 	Planning Department
6.	<ul style="list-style-type: none"> ➤ Nomathiya dam – livestock ➤ Entweni dam – livestock 	Technical Services
7.	<ul style="list-style-type: none"> ➤ Entweni access roads ➤ Mgwazeni sport field ➤ Nomathiya multipurpose center ➤ Graveling of access roads including Kwamshaya hall 	Technical Services
8.	<ul style="list-style-type: none"> ➤ Water Scarcity ➤ Ablution facilities 	UMkhanyakude District Municipality

9.	➤ Provision of electricity	Technical Services DOE
10.	➤ Unavailability of old age home for the elderly	Executive Department
11.	➤ Unavailability of Gym	Executive Department (Youth Affairs)

WARD 15

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
DUBELENKUNZI		
1.	➤ Electricity	Technical Services DOE
2.	➤ Bridge at Mchachazo	Technical Services
3.	➤ LED tractors and projects ➤ Marhert stall at ward 15 at R618	LED
4.	➤ Why is the community expected to pay to access Mtubabtuba town ablution facilities	Community Services
5.	➤ Water & Sanitation	UMkhanyakude District Municipality
6.	➤ Creche	Department of Social Development
7.	➤ Housing	Department of Human Settlement Planning Department
8.	➤ Clinic ➤ Hospital at Mtubatuba	Department of Health
9.	➤ Dubelenkunzi Access Roads	Technical Services
10.	➤ Youth Affairs	Executive Department (Youth Affairs)
EMACHIBINI		
12.	➤ Financial Assistance for Crèche Ezimambeni	Executive Department
13.	➤ Worn out Electricity infrastructure	Technical Services DOE
14.	➤ Water Crisis ➤ Municipality to plea with companies to assist in water crisis	UMkhanyakude District Municipality
15.	➤ Refurbishment of Tourism Center	Technical Services
16.	➤ University	Department of Education Department of Public Works
17.	➤ Housing	Department of Human Settlement Planning Department

18.	➤ Emachibini Dam	Technical Services
ESIYEMBENI		
19.	<ul style="list-style-type: none"> ➤ Water Crisis ➤ Sanitation crisis 	UMkhanyakude District Municipality
20.	➤ Access roads in the area	Technical Services
21.	➤ Housing provision	Department of Human Settlement Planning Department
22.	➤ Creche	Department of Social Development
23.	➤ Assistance with farming equipment	LED

WARD 16

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> ➤ YMCA Hall ➤ Mthethwa's Liquor Restaurant 	Mtubatuba LM
2.	Water: <ul style="list-style-type: none"> ➤ Mapheleni ➤ Makhambane ➤ Ogengele Sanitation: <ul style="list-style-type: none"> ➤ Mapheleni ➤ Makhambane ➤ Ogengele 	UMkhanyakude District Municipality
3.	➤ Mobile clinic at Nkwalini	Department of Health
4.	Electricity – Infills: <ul style="list-style-type: none"> ➤ Mapheleni ➤ Makhambane ➤ Ogengele 	Technical Services DOE
5.	Housing: <ul style="list-style-type: none"> ➤ Mapheleni ➤ Makhambane ➤ Ogengele 	Department of Human Settlement Planning Department
6.	<ul style="list-style-type: none"> ➤ Makhambane Community Hall ➤ Mapheleni community hall 	Technical Services

	➤ Sthathu Sports Field – Ekwakheni (Okhalanja)	
7.	<ul style="list-style-type: none"> ➤ Ogengele access road ➤ Gravelling of all roads 	Technical Services
8.	<ul style="list-style-type: none"> ➤ Bheki Myeni pay point – Intamu ➤ Orphanage and home base care center – Dibheni 	Department of Social Development
9.	➤ Agriculture – Community garden at Ogengele & Ntamu	Department of agriculture Planning Department (LED)

WARD 17

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	➤ Ophondweni Clinic	Department of Health
2.	<ul style="list-style-type: none"> ➤ Access Road (Ward wide with emphasis to the below) <ul style="list-style-type: none"> ○ Ophondweni ○ Phaphamani ○ Shunqa - Macija ○ Mabuza – Kwa-Zulu ○ Skhakhane - Dimba 	Technical Services
3.	➤ Youth employment Opportunities	Executive Department (Youth Affairs)
4.	➤ Housing	Department of Human Settlement Planning Department
5.	➤ Toilets	UMkhanyakude District Municipality
6.	<ul style="list-style-type: none"> ➤ No Service Delivery for: <ul style="list-style-type: none"> ○ Esigcino ○ Phaphamani ○ Macija ➤ Isigcini community Hall ➤ Kwa-Bhekuzulu Course way & Small Bridge 	Technical Services
7.	➤ Wheel chairs for disabled people	Executive Department (Special Programs)
8.	➤ Phaphamani crèche	Department of Social Development
9.	<ul style="list-style-type: none"> ➤ Nkwalini Sportsfield ➤ Isigcino Sports Field 	Technical Services

WARD 18

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> ➤ Bridge at Enyalazi, Amaxasibe ➤ Bridge at sososo and Matsetse ➤ Coarse way at kwaMyeki ,Magubane 	Department of Transport Technical Services
2.	<ul style="list-style-type: none"> ➤ Electricity infills at Kwangwaqa ➤ Electrification of Emahujini hall ,Phewa to Dlamini ➤ Somkhele Hall ➤ Machibini Hall 	Technical Services DOE
3.	<ul style="list-style-type: none"> ➤ Toilets in ward 18 ➤ Water at ward 18 	UMkhanyakude District Municipality
4.	<ul style="list-style-type: none"> ➤ Regravelling of all roads ➤ gravelling of roads ➤ Gravel road from Kwamkhize store to Enduneni ➤ Kuthuleni P348 Road ➤ KwaXulu store Gravel Road to Kwaphewa or L2629 ➤ Gravelling L3010 	Technical Services
5.	<ul style="list-style-type: none"> ➤ Pay point at Enkululekweni ➤ Somkhele and KwaXulu pay point 	Department of Social Development
6.	<ul style="list-style-type: none"> ➤ High school at Mvutshini 	Department of Education
7.	<ul style="list-style-type: none"> ➤ Somkhele Sportsfield ➤ Tholokuhle Sportsfield 	Technical Services
8.	<ul style="list-style-type: none"> ➤ Creche at isalamuzi 	Department of Social Development
9.	<ul style="list-style-type: none"> ➤ Agricultural projects ➤ employment opportunities ➤ shopping mall at Somkhele area 	Planning Department (LED)
10.	<ul style="list-style-type: none"> ➤ police station 	SAPS
11.	<ul style="list-style-type: none"> ➤ University at Somkhele 	Department of Education Department of Public Works
12.	<ul style="list-style-type: none"> ➤ Isiphelele Dam 	Technical Services

13.	➤ Clinic	Department of Health
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WARD 19

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	➤ Mvutshini Clinic	Department of Health
2.	➤ Vodacom tower – Mvutshini area	Vodacom MTN Cell C Telkom
3.	➤ Housing for the whole ward	Department of Human Settlement Planning Department
4.	➤ Kamthole Multipurpose center – Kwamthole	Technical Services
5.	➤ Deep tank – Kwamthole	UMkhanyakude District Municipality
6.	➤ Crèches: <ul style="list-style-type: none"> ▪ Ntandabantu crèche ▪ Bekimpilo Crèche ▪ Ntondweni Crèche ▪ Gunjaneni Crèche 	Department of Social Development
7.	➤ Sport fields: <ul style="list-style-type: none"> ▪ Gwabalanda sport field ▪ Notwane sport field ▪ Mbotsheni sport field upgrade 	Technical Services
8.	➤ Gravel roads: <ul style="list-style-type: none"> ▪ Sogceke ▪ Sihlakaneni ▪ Noklewu ▪ Ntandabantu 	Technical Services
9.	➤ Dams: <ul style="list-style-type: none"> ▪ Upper gunjaneni road ▪ Dams at Gunjaneni ▪ Hlazane road ▪ Khulubone dam ▪ Gwabalanda Dam 	Technical Services

WARD 20

NO	KEY ISSUES	RESPONSIBLE DEPARTMENT
1.	<ul style="list-style-type: none"> ➤ Access Roads (Grader) ➤ Construction of Course way bridge – to Clinic – Councilor to assist with the actual location / spot ➤ Gravelling of all access roads at Indlovu Village ➤ Nduneni to Mbomeni re gravel road ➤ Phase 2 tarred road ➤ Tarred road for L1732 and L1733 	Technical Services
2.	<ul style="list-style-type: none"> ➤ Parks & Recreation Facility ➤ Sports Ground Village - Needs fixing ➤ Maintenance of sports fields ➤ Combo courts ➤ Sports ground 	Technical Services
3.	<ul style="list-style-type: none"> ➤ Housing Allocation not done properly 	Department of Human Settlement Planning Department
4.	<ul style="list-style-type: none"> ➤ Cemeteries ➤ Skip bins around ward 20 	Community Services
5.	<ul style="list-style-type: none"> ➤ Senior Citizens Club ➤ Budget for Senior Citizens ➤ Build a center fold age personnel ➤ Sawing Machine 	Executive Department (Special Programs)
6.	<ul style="list-style-type: none"> ➤ Street Lights ➤ Msane Master lights 	Technical services
7.	<ul style="list-style-type: none"> ➤ Bridge to connect Mbomeni ➤ Pedestrian bridge over the N2 to allow safe crossing of children to Mfolozi High School 	Department of Transport Technical Services
8.	<ul style="list-style-type: none"> ➤ Youth Affairs ➤ Percentage of youth employed within Mtubatuba ➤ Gymnasium ➤ Youth Skill development center 	Executive Department (Youth Affairs)
9.	<ul style="list-style-type: none"> ➤ Appointed Service provider to do the following: 	Finance Department

	Ensure subcontract of 30% for the benefit of local contractors Contract Laborers should be compensated at a rate of R200 per day	
10.	➤ Tractor (Purchase)	Technical Services
11.	➤ Housing D Section & Kwa-Msane	Department of Human Settlement Planning Department
12.	➤ Electrification of 50 houses at Indlovu village	DOE
13.	➤ Skip bins around ward 20	Community Services
14.	➤ High school	Department of Education
15.	➤ LED Initiatives	Planning Department

1.5.9 Final Budget 2020/2021

The Municipality's Final Budget for 2020/2021 is in **section F**

1.5.10 MSCOA Compliance

The Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Co-operative Governance and Traditional Affairs gazetted the Municipal Regulations on Standard Chart of Accounts (MSCOA) into effect on 22 April 2014. The Municipal SCOA provides a uniform and standardised financial transaction classification framework. Fundamentally this means that the MSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at transactional level and ensures that a municipality and its entities have minimum business processes in place. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions.

The Regulations apply to all municipalities and municipal entities and indicate their applicability and relevance to each specific municipal environment while simultaneously accommodating organisational uniqueness and structural distinctions. The Regulation provides for a three-year preparation and readiness window and all 278 municipalities had to be compliant to the MSCOA classification framework by 1 July 2017.

Chapter 6 of the MFMA tasks the Municipal Manager with managing the financial administration of the Municipality. Since MSCOA is a municipal business reform, the Municipal Manager has

the overall responsibility to manage the successful implementation of the MSCOA project within the Municipality, to ensure the Municipality is able to capture all transactions (at posting level) in accordance with MSCOA within its respective financial applications (systems) by 1 July 2017 going forward.

MSCOA Terms of Reference

The Municipality's MSCOA Steering Committee should be multi-disciplinary and include members of top management, including the following functions and skills:

- Finance and Budgeting;
- Management;
- Risk management;
- Engineering, Technical and Planning;
- Information technology;
- Human resources;
- Community;
- Local Economic Development.

The representatives, at the appropriate senior level, of all departments should also be represented on the Steering Committee, which should be chaired by the Municipal Manager or a Project Sponsor, duly assigned the role in writing. Committee Members should be assigned in writing to the Steering Committee and their performance agreements amended to accommodate these responsibilities.

Composition of the MSCOA Steering Committee:

Figure: The MSCOA Steering Committee Appointed by Accounting Officer

Chairperson	The Accounting Officer
Secretariat	Mr S.S. Mavuma
Members	
Municipal Manager (Sponser)	Mr S.R Ntuli
Director Community Services	Mr J. Mbatha
Chief Financial Officer	Mrs S.Q Mntambo
Director Corporate Services	Mr TV Mkhize
IDP /PMS Manager	Ms N.V. Ngobese
Human Resource Manager	Mr S Mthombeni

Manager Protection Services	Mrs N.B. Dlomo
Manager Expenditure Compliance & Reporting	Mr V.K Gumede
Manager Revenue	Miss N.B. Ntombela
ITC Officer	Mr S.A Mchunu
Accountant Budget	Mr S.S. Mavuma
Accountant Revenue	Miss L Shangase
Accountant Expenditure	Mr F.M Thusi

1.5.11 Back to Basics Programme

This section is addressed in **Section I**

1.5.12 Operation Sukuma Sakhe Programme

This section is addressed in **section 8.2**

1.5.13 Development of New and Review of Sector Plans

This section is addressed in **section 5.9**

1.5.14 Provision of Temporary/Permanent Infrastructure for the May 2019 National Government Elections in Conjunction with the IEC

1.5 OUR LONG TERM VISION

VISION

“TO BE A DYNAMIC MUNICIPALITY, DELIVERING QUALITY SERVICES AND RESPONDING TO COMMUNITY CHALLENGES BY 2035”.

MISSION STATEMENT

In order to achieve the above vision, Mtubatuba Municipality is committed to working with it's communities and stakeholders at large:

- Delivering **basic services** in a sustainable manner; ➤ Investing in new infrastructure; ➤ Creating conducive environment for **economic growth & development**;
- Encourage active citizenry and public participation; and
- Maintaining the globally **renowned heritage site and tourist** destination through Environmental management.

CORE VALUES

The *Batho-Pele* Principles are central to the operations of the Mtubatuba Municipality and, they therefore, inform the relations and interaction between the Municipality and its customers, community and other stakeholders. The following are the values upon which the Municipality operates:

- Professionalism;
- Transparency;
- Innovation;
- Excellence; and
- Integrity.

1.6 WHAT ARE WE GOING TO DO TO UNLOCK AND ADDRESS CHALLENGES?

Key Performance Area	Issues Addressed / To Be Addressed
KPA 1: Municipal Transformation and	Support skills development through economic growth
KPA 2: Basic Service Delivery and	Ensure access to affordable, reliable, sustainable and modern energy for all
KPA 3: Local Economic Development	Improve the efficiency, innovative and variety of government led job creation programmes
KPA 4: Municipal Financial Viability and	Building government capacity
KPA 5: Good Governance and Public participation	Promote participative, facilitative and accountable governance
KPA 6: Cross Cutting Interventions	Ensure integrated land management use across Mtubatuba Municipality, ensuring equitable access to goods and services, attracting social and financial management

1.6.1 What to Expect from Mtubatuba Municipality over the Next Five Years?

Key Performance Area	Issues Addressed / To Be Addressed
KPA 1: Municipal Transformation and	Support skills development through economic growth
KPA 2: Basic Service Delivery and Infrastructure Development	Ensure access to affordable, reliable, sustainable and modern energy for all
KPA 3: Local Economic Development	Improve the efficiency, innovative and variety of government led job creation
KPA 4: Municipal Financial Viability and	Building government capacity
KPA 5: Good Governance and Public participation	Promote participative, facilitative and accountable governance
KPA 6: Cross Cutting Interventions	Ensure integrated land management use across Mtubatuba Municipality, ensuring

1.7 HOW WILL OUR PROGRESS BE MEASURED?

The implementation of the IDP and the measurement of performance of the IDP strategies and projects should align with the performance management system of the organization. The MSA envisages that the IDP will equip the organization, its leaders, managers and workers, as well as all other local stakeholders, in decision-making, monitoring and reviewing the achievements of the Municipality in integrated development planning.

A concurrent process would integrate organizational performance with employee performance, ensuring that the IDP and organizational priorities are inculcated into the performance agreements and contracts with individual employees.

The link between these processes and systems lies in the organizational priorities which have been determined in the preparation of the Performance Management System with the contracts and the way in which they are designed and implemented.

The IDP was compiled on the basis of inputs received from municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed and resources available. The municipal budget was prepared based on the municipal strategic objectives, the requirements applicable to the Municipality in the IDP. These strategies, actions and financial resources are linked with each other thus ensuring alignment of the municipal budget with the IDP.

These strategies will be used to formulate the service delivery budget implementation plan (SDBIP) and performance indicators for the Mtubatuba Municipality on an annual basis, which will be used to monitor the implementation of the municipal strategies (IDP) and budget. The Municipality's performance will then be assessed and reported on quarterly as well as annually in the Municipality's annual report.

SECTION B:
PLANNING AND DEVELOPMENT PRINCIPLES,
GOVERNMENT POLICIES AND IMPERATIVES

2. PLANNING AND DEVELOPMENT

The Integrated Development Planning (IDP) is a process by which Mtubatuba Municipality prepares its strategic development plan for the 2020/2021 review. The Integrated Development Planning as an instrument lies at the centre of the new system of developmental local government in South Africa and represents the driving force for making municipalities more strategic, inclusive, and responsive and assume a performance-driven character.

The IDP seeks to integrate and balance the economic, ecological and social pillars of sustainability within the Mtubatuba municipal area without compromising the institutional capacity required to implement and co-ordinate the efforts needed across sectors and relevant spheres of government. The IDP is, therefore, the principal strategic planning instrument which guides and informs all planning, budgeting and all development in the Mtubatuba municipal area.

The IDP is also the strategic planning tool of the Municipality and was prepared within the first year after the newly elected Council had been appointed and will be subject to an annual review during the Council's term of office. The priorities and actions identified in this IDP will inform the structure of the Municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the Municipality.

2.1 LEGISLATIVE FRAMEWORK TOWARDS ACHIEVING IDP OBJECTIVES

- CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, ACT 108 OF 1996
 - Section 152, 153 and 195 of the Constitution compelling municipalities to perform specific duties and in a certain way including:
 - Provide a democratic and accountable government for local communities
 - Ensure a provision of services to communities in a sustainable manner
 - Promote social and economic development
 - Promote a safe and healthy environment
 - To encourage the involvement of communities and community organisations in the matters of local government

- MUNICIPAL SYSTEMS ACT (NO 32 OF 2000)

According to Chapter 5, Section 32 of the Municipal Systems Act of 2000, all municipalities (i.e. Metros, District Municipalities and Local Municipalities) are required to undertake an integrated development planning process to produce integrated development plans (IDPs). A credible IDP is a single, inclusive strategic plan for the municipality that:

- is based on up to date and accurate statistics and empirical data that can inform strategic decision making;
- integrates, co-ordinates and facilitates service delivery, local economic development and wise land use management within the municipal area of jurisdiction;
- forms the general basis on which annual budgets are developed;
- aligns the resources and capacity of the municipality with the implementation of the plan;
- assists a municipality in fulfilling its constitutional mandate as developmental local government; and
- Facilitates the processes of realized social and sustainability through vigorous public participation.

Chapter 5, Section 34 of the Municipal Systems Act (No 32 of 2000), requires municipalities to review their IDP's on annual basis to address amongst others but not limited to:

- Comments from the MEC for Co-operative Governance need to be considered as part of the IDP preparation process;
- Consider new Council priorities;
- New policies (e.g National Development Plan, Provincial Growth and Development Strategy, Growth Path);

- MUNICIPAL STRUCTURES ACT (NO 117 OF 1998)

The Municipal Structures Act No 117 of 1998 makes provision for the powers and functions between the districts and local municipalities. It mandates district wide functions to the district municipalities and critical day to day functions to the local municipalities.

- MUNICIPAL FINANCE MANAGEMENT ACT (NO 56 OF 2003)

The annual Budget and the IDP have to be linked to one another and that has been formalised through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act indicates that:

At least 10 months before the start of the budget year, table in the municipal Council a time schedule outlining key deadlines for:

- a) The preparation, tabling and approval of the annual Budget;
- b) The annual review of:
 - a. The integrated development plan in terms of Section 34 of the Municipal Systems Act, and

- b. The Budget related policies
- c) The tabling and adoption of any amendments to the integrated development plan and budget related policies, and
- d) The consultative processes forming part of the processes referred to in subparagraphs (a), (b) and (c).

▪ **DISASTER MANAGEMENT ACT (NO 53 OF 2002)**

The Disaster Management Act No 53 of 2002, Section 25 requires:

1. Each municipality must, within the applicable municipal disaster management framework-
 - (a) prepare a disaster management plan for its area according to the circumstances prevailing in the area;
 - (b) co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;

I regularly review and update its plan: and

 - (d) through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.
- (2) A disaster management plan for a municipal area must-
 - (a) form an integral part of the municipality's integrated development plan;
 - (b) anticipate the types of disaster that are likely to occur in the municipal area and their possible effects;
 - (c) place emphasis on measures that reduce the vulnerability of disaster-prone areas,
 - (d) seek to develop a system of incentives that will promote disaster management in the municipality;
 - (e) identify the areas, communities or households at risk;
 - (f) take into account indigenous knowledge relating to disaster management;
 - (g) promote disaster management research;
 - (h) identify and address weaknesses in capacity to deal with possible disasters;
 - (i) provide for appropriate prevention and mitigation strategies;
 - (j) contain contingency plans and emergency procedures in the event of a disaster,
- (3) A district municipality and the local municipalities within the area of the district municipality must prepare their disaster management plans after consulting each other.
- (4) A municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the National Centre, the disaster management centre of the relevant province, and, if

it is a district municipality or a local municipality, to every municipal disaster management centre within the area of the district municipality concerned.

- **LOCAL GOVERNMENT: MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001**

In 2001, the Municipal Planning and Performance Management Regulations were issued to further provide guidelines and clarity on the issues of IDP and PMS. The Municipal Planning and Performance Management Regulations provide details on the requirements of the IDP and Performance Management System.

Figure: Alignment of Strategic Plans



The figure shows NDP-PGDS/P – DGDP-IDP: Alignment

The planning system currently occupies the centre stage at their respective spheres of government and they have an overarching role. One of the key objectives of IDP is to ensure alignment between national and provincial priorities, policies and strategies (as listed below):

- Millennium Development Goals
- National Development Plan (Vision 2030)
- National Spatial Development Perspective
- National Key Performance Areas
- National Outcomes
- Provincial Growth and Development Strategy (2035)
- District Growth and Development Plan

The proposed Sustainable Development Goals (SDGs) offer major improvements on the Millennium Development Goals (MDGs). Not only do they address some of the systemic barriers to sustainable development, but they also offer better coverage of, and balance between, the three dimensions of sustainable development – social, economic and environmental – and the institutional/governance aspects. The overall balance is illustrated by four of the goals discussing global environmental issues (climate, water, ecosystems, oceans).

The MDGs dealt only with developing countries and only to a limited degree captured all three dimensions of sustainability. In contrast, the SDGs deal with all countries and all dimensions, although the relevance of each goal will vary from country to country. The SDG process has been a huge step forward through the effort to create universal goals that articulate the need and opportunity for the global community to come together to create a sustainable future in an inter-connected world.

The Sustainable Development Goals (SDG) initiative is aimed at attaining the following goals. Each goal has specific target/s:

Goal 1: End poverty in all its forms everywhere;

Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture;

Goal 3: Ensure healthy lives and promote well-being for all at all ages;

Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all;

Goal 5: Achieve gender equality and empower all women and girls;

Goal 6: Ensure availability and sustainable management of water and sanitation for all;

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all;

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;

Goal 10: Reduce inequality within and among countries;

Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12: Ensure sustainable consumption and production patterns;

Goal 13: Take urgent action to combat climate change and its impacts;

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development;

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss;

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; and

Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

National Outcome Delivery Agreements

The Government has agreed on 12 outcomes as a key focus of work from 2014 to date. Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome.

Each of the 12 outcomes has a delivery agreement which in most cases involves all spheres of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities. Each outcome has been broken into various outputs that stipulate activities to be undertaken towards the achievement of a particular outcome.

2.3 NATIONAL OUTCOME DELIVERY AGREEMENTS

Figure: 12 National Outcome Delivery Agreements

Outcome	Mtubatuba's Role
Outcome 1: Improved quality of basic education	Although the Municipality is not responsible for basic education, it will from time to time support schools and other learning institutions with learning and other resources. Collaborate with the local colleges to support science, technology and agricultural development. Support will also be given to schools on mining and conservation
Outcome 2: A long and healthy life for all South Africans	The Mtubatuba municipality has a number of special projects aimed at supporting government's initiatives to improve health and life expectancy of citizens
Outcome 3: All South Africans should be and feel safe; there should be decent employment through	Although the Municipality is not directly responsible for crime prevention and safety, community safety campaigns and initiatives are continuously supported
Outcome	Mtubatuba's Role
Inclusive growth	

Outcome 4: Decent Employment through Inclusive Economic Growth	Mtubatuba municipality has adopted the Expanded Public Works Programme in partnership with other sector departments and/or government agencies as an integral part of all its projects in order to create jobs and grow the economy
Outcome 5: An efficient, competitive and responsive economic infrastructure network	Training and development will form the hallmark of the Mtubatuba Council to improve the skills and capacity of the workforce and political structure
Outcome 6: There should be vibrant, equitable, sustainable rural communities with food security for all	Council has identified the absence of economic infrastructure as one of the main weaknesses of the local economy. Mtubatuba Municipality will engage the District to develop an economic infrastructure plan which will form part of the UMkhanyakude District Growth and Development Strategy

The effective implementation of the service delivery agreement will assist in achieving the following imperatives:

- Creating a radical paradigm shift in the management of the public service by aligning service delivery with the values and needs of the public;
- Ensuring a focus on customer value proposition which should entail evaluation of service delivery through the eyes of the customer;
- Providing strong feedback mechanisms on quality and timeliness of service delivery;
- Creating of strong public/private partnerships through involvement of the private sector and civil society in the broad process of policy determination and implementation;
- Unprecedented improvement of the image of government in the eyes of the public by enthusiastically embracing and supporting the process and culture of performance;
- Through the service delivery agreement; COGTA and municipalities commit to the following:
 - The extension of basic services which include water, sanitation, electricity and waste Systems for improved service Management; Creation of job opportunities through the Community Works Programme;
 - Transformation of administrative and financial systems in the municipalities which includes Supply Chain Management and the integration and streamlining all of our internal software systems to ensure uniformity, linkages and value for money;

- The filling of six critical senior municipal posts in various municipalities namely Municipal Manager, Chief Financial Officer, Town Engineer, Town Planner, Human Resources Manager and Communications manager as the basic minimum for every municipality;
- That all municipalities in the province will achieve clean audits;
- Building municipal capacity to enable municipalities to collect 90% of their revenues;
- Strengthening the organizational performance management delivery and accountability to the communities; and
- Improving our interaction with the institutions of traditional leaders and integrating the
- Ward-based system of planning and governance with the programme of traditional councils, where they exist.

These talk to the five (5) National Key Performance Areas (KPA's) and should form the basis for every municipality's strategic objectives. Through the service delivery agreement; the Honorable Mayors of all municipalities commit themselves to the following:

- That they will play their role as outlined in the Municipal Finance Management Act by monitoring the prudent management and utilization of their municipal finances
- That they will monitor the execution of their municipal Service Delivery and Budget Implementation Plans (SDBIPs) for improved and accelerated service delivery;
- That they will take personal responsibility and accountability for non-delivery to communities;
- That they will ensure every rand spent in their municipalities does what it is earmarked for:
 - That they will advocate for, and actively work, towards corrupt-free municipalities;
 - That they will lead by example in their various communities by adhering to ethical standards and professional conduct in their public and private lives;
 - That they will render unwavering support to the effective functionality of their newly established Municipal Public Accounts Committees and Audit Committees to ensure that corruption, fraud and mismanagement prevented; and
 - That, working with our esteemed traditional leaders, they will work tirelessly in restoring the confidence of the people in the system of local government.

2.4 PARIS AGREEMENT

On 12 December 2015, 196 Parties to the UN Framework Convention on Climate Change (UNFCCC) adopted the Paris Agreement, a new legally-binding framework for an internationally co-ordinated effort to tackle climate change. The Agreement represents the culmination of six years of international climate change negotiations under the auspices of the UNFCCC and was reached under intense international pressure to avoid a repeat failure of the Copenhagen Conference that was held in 2009.

The Paris Agreement contains:

- An ambitious collective goal to hold warming well below 2 degrees with efforts to limit warming to 1.5 degrees;
- An aim for greenhouse gas emissions to peak as soon as possible, and to achieve net-zero emissions in the second half of this century;
- A requirement for mitigation measures of individual countries to be expressed in nationally determined contributions (NDCs);
- A process that demands a revision of NDCs at least every 5 years representing progression beyond the last NDCs;
- A mechanism for countries to achieve NDCs jointly, sharing mitigation targets, and a mechanism for countries to cooperate in achieving NDCs. Countries can meet their NDC targets by transferring 'mitigation outcomes' internationally – either in the context of emission trading, or to allow results-based payments;
- A mechanism for private and public entities to support sustainable development projects that generate transferrable emission reductions;
- A framework for enhanced transparency and an expert review of NDCs;
- A Global Stock-take from 2023 and every 5 years thereafter to review progress;
- Encouragement for Parties to implement existing frameworks for REDD+ including through the provision of results-based payments;
- A global goal of enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change, and commitment to providing enhanced support for adaptation;
- A decision to adopt the Warsaw International Mechanism for Loss and Damage, noting that the agreement does not involve or provide a basis for any liability or compensation; A commitment to a collective goal of providing USD 100 billion per year to 2025, and beyond 2025 with USD 100 billion as a floor. Developing countries are encouraged to provide voluntary support. Public funds will play a

‘significant role’ in finance, and developed countries must report twice a year on levels of support provided;

- An enhanced transparency framework for action and support with built-in flexibility which takes into account Parties’ different capacities with the goal to understand climate change action in the light of the objective of the UNFCCC and the Paris Agreements; and
- A non-punitive compliance mechanism that is expert based and facilitative in nature.

2.5 AGENDA 2063 (AFRICAN ASPIRATIONS FOR 2063)

Africans of diverse social formations and in the Diaspora affirmed the AU Vision of “an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena” as the overarching guide for the future of the African continent. Further, they reaffirmed the relevance and validity of the OAU/AU 50th Anniversary Solemn Declaration.

The converging voices of Africans of different backgrounds, including those in the Diaspora have painted a clear picture of what they desire for themselves and the continent in the future. From these converging voices, a common and a shared set of aspirations has emerged:

- A prosperous Africa based on inclusive growth and sustainable development;
- An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa’s Renaissance;
- A peaceful and secure Africa;
- An Africa of good governance, respect for human rights, justice and the rule of law;
- An Africa with a strong cultural identity, common heritage, values and ethics;

An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and 7. Africa as a strong, united, resilient and influential global player and partner.

2.6 NATIONAL AND PROVINCIAL DEVELOPMENT PLANNING AND POLICY

Chapter 5 of the MSA, in particular, provides instruction on co-operative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to

give effect to the five-year strategic plan. It goes further to inform that the IDP must link, integrate and co-ordinate development plans for the Municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget must be based.

The plan must be compatible with national development plans and planning requirements that are binding on the Municipality in terms of legislation. The state has introduced a three-tiered system of integrated planning aimed at ensuring intergovernmental priority setting, resource allocation, implementation, and monitoring and evaluation to achieve sustainable development and service delivery. The key instruments which constitute this system include at national level the National Development Plan (*Vision for 2030*), the Medium-Term Strategic Framework (MTSF) and the National Spatial Development Perspective (NSDP) as indicative and normative planning instruments; at provincial level the Provincial Growth and Development Strategy reviewed (PGDS, 2016), supported by Provincial Spatial Economic Development Strategy (PSEDS); the District Growth & Development Plan and at local level the municipal Integrated Development Plan (IDP), which include Spatial Development Framework (SDF). Improvements in spatial analysis has allowed for a clearer basis for spatial priorities to be laid out in the PSEDS. The PSEDS guides the focusing of infrastructure investment in certain spatial areas.

2.7 THE NATIONAL DEVELOPMENT PLAN: VISION 2030

The National Development Plan has been prepared by the National Planning Commission, which was appointed by the President and it is not a government department. The purpose of the National Planning Commission serves to advise government on issues impacting long term development. The National Development Plan has a vision and targets to be achieved from now till 2030.

The National Development Plan is a step in the process of charting new path for the country. By 2030, the plan seeks to eliminate poverty and reduce in quality and create employment and it serves to change the life chances of millions of the people. The National Development Plan mainly seeks to address the following main challenges:

- Too few people work;
- The standard of education for most black learners is of poor quality;
- Infrastructure is of poor quality and under maintained;
- South Africa remains a divided society;
- Corruption is wide spread; and
- Public services are uneven and often of poor quality.

The 2030 targets which are aimed to be achieved by the National Development Plan are as follows:

- **Economy and employment**
 - Reducing unemployment rate by 20% in 2011 to 14% by 2020, and 6% by 2030; creation of 11 million jobs by 2030;
- **Economic Infrastructure**
 - People with access to electricity should rise from 70% in 2010, to 95% by 2030;
- **Transition to a low carbon economy**
 - Reducing of green gas emissions by 2025;
- **Inclusive rural economy**
 - An additional of 643 000 direct jobs and 326 000 indirect jobs in agriculture, agro – processing and related sectors by 2030;
- **Education, training and innovation**
 - 80% of the schools and learners to achieve 50% and above in literacy, mathematics and science in grades 3, 6 and 9.
 - Improve education and training graduation rate to 75% by 2030;
- **Health care for all**
 - Under 20 age group should largely be an HIV free generation
- **Social protection**
 - Number of public works jobs should rise from the present level to about 1 million in 2015, and then to about 2 million by 2030;
- **Building safer communities**
 - In 2030; people living in South Africa feel safe and have no fear of crime;
- **Fighting corruption and enhancing accountability**
 - a corruption free society and high adherence to ethics and government accountable to its people
- **Transforming society and uniting the country**
 - Living society where opportunities are not being determined by race and birthright, seek a united, prosperous and non – racial society

STRATEGIC GOAL No STRATEGIC OBJECTIVE 2016

<p>1</p> <p>INCLUSIVE ECONOMIC GROWTH</p>	<p><i>Develop and promote the agricultural potential of KZN</i></p> <p>Enhance sectoral development through trade investment and <i>business retention</i></p> <p><i>Enhance spatial economic development</i></p> <p>Improve the efficiency, <i>innovation and variety</i> of government-led job creation programmes</p> <p>Promote SMME and entrepreneurial development</p> <p>Enhance the Knowledge Economy</p>
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<p>2</p> <p>HUMAN RESOURCE DEVELOPMENT</p>	<p>Improve early childhood development, primary and secondary education</p> <p>Support skills development to economic growth</p> <p>Enhance youth and adult skills development and life-long learning</p>
<p>3</p> <p>HUMAN AND COMMUNITY DEVELOPMENT</p>	<p>Eradicate poverty and improve social welfare services New Wording</p> <p>Enhance health of communities and citizens</p> <p>Safeguard and enhance sustainable livelihoods and food security New Wording</p> <p>Promote sustainable human settlements</p> <p>Enhance safety and security</p> <p>Advance social cohesion and social capital New Wording</p> <p>Promote youth, gender and disability advocacy and the advancement of women</p>
<p>4</p> <p>INFRASTRUCTURE DEVELOPMENT</p>	<p>Development of seaports and airports New Wording</p> <p>Develop road and rail networks</p> <p>Develop ICT infrastructure</p> <p>Ensure availability and sustainable management of water and sanitation for all</p> <p>Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Enhance KZN waste management capacity</p>
<p>5</p> <p>ENVIRONMENTAL SUSTAINABILITY</p>	<p>Enhance resilience of ecosystem services New Wording</p> <p>Expand the application of green technologies</p> <p>Adapt and respond climate change</p>
<p>6</p> <p>GOVERNANCE AND POLICY</p>	<p>Strengthen policy, strategy coordination and IGR</p> <p>Build government capacity</p> <p>Eradicate fraud and corruption</p> <p>Promote participative, facilitative and accountable governance</p>
<p>7</p> <p>SPATIAL EQUITY</p>	<p>Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities</p> <p>Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment</p>

Through the Provincial Spatial Economic Development Strategy (PSEDS), the Provincial Government hopes to strike a sound balance between progressive community growth and the environmental preservation of the communities. The Mtubatuba Spatial Development Framework (SDF) which is an overarching document in the municipal IDP is a mirrored expression of the development intentions of the Municipality as expressed in the IDP. The SDF must be aligned with the PSEDS.

2.11.1 Umkhanyakude District Growth and Development Plan (2015) and Integrated Development Plan

Section 29(2) of the Municipal Systems Act (MSA) Act 32 of 2000 clearly states that district municipalities must:

- Plan integrated development for the area of the district municipality as a whole but in close cooperation with the local municipalities in the area;
- Align its integrated development plan with the framework adopted; and
- Draft its Integrated Development Plan, taking into account the integrated development processes of and proposals submitted to it by the local municipalities in that area.

Horizontal alignment is pursued through Inter-governmental planning and consultation, co-ordination and ensured through aligning the respective vision, mission and strategic objectives of the respective municipalities in the region.

2.9 THE CABINET LEKGOTLA

After the Provincial Cabinet Lekgotla in February 2012, both the PGDS and draft PGDP were made available for public comments before the final adoption by Cabinet in 2012. The February 2012

Cabinet Lekgotla resolved amongst other issues that the Provincial Planning Commission and KZN- COGTA would support the District Municipalities with the development of District Growth and Development Plans (DGDPs) as part of the Integrated Development Plan (IDP) process.

The DGDP was to be informed, direct and take a total for of the PGDS/P while at the same time forming a basis for and Guide all other implementation plans at the District Family of municipalities. The DGDP guides and informs the programmes and priorities for the 5year IDP

within the dynamics and complex municipal space. The PGDS (2035) review was initiated and approved by EXCO in December 2016 necessitating the DGD review.

The key objectives of the Cabinet Lekgotla were to assess progress on the various targets which government undertook to realize and achieve by 2017. The key thrust of the Lekgotla focused on:

- Ensuring that government remains accountable to the service delivery needs of our people;
 - Receive progress report on the key infrastructure projects. Cabinet also received the strategic implementation plan from the National Planning Commission and the report from the Presidential Review Committee on State Entities.

In reviewing its Integrated Development Plan Mtubatuba Municipality has taken into account issues discussed at Cabinet Lekgotla where the following were resolved:

- To add a new strategic integrated project on water and sanitation aimed at addressing the country's immediate and long-term water and sanitation needs;
- That all spheres of government strengthen implementation and enhance the localization programme for components and supplies of infrastructure inputs.
- Projects that support regional integration will receive special attention.

The Lekgotla welcomed the work done on cost-containment and measures to address and combat corruption in the infrastructure plan, which will now go through the Cabinet process in the next few months. Cabinet noted progress on the implementation of government's priorities in health, fighting crime and corruption, job creation, rural development, local government and basic services and education and skills development. Cabinet agreed that all the relevant departments should develop concrete actions to accelerate progress in those areas where, based on current trends, it appears that the targets may not be met.

Cabinet Lekgotla welcomed the National Development Plan (NDP) prepared by the National Planning Commission (NPC) and endorsed the objectives and the (18) key targets of attaining these. The Lekgotla also acknowledged the NDP as a strategic framework to form the basis of future government detailed planning. The Lekgotla concluded that a Cabinet Committee will be set up to develop targets and integrated implementation plans with the Forum for South African Directors-General (FOSAD). The NPC will assess implementation and refine the plan. Cabinet Lekgotla received the report from the Presidential Review Committee on SOE's. Cabinet welcomed the report and resolved to discuss the recommendations put forward by the Review Committee.

2.15.1 Mtubatuba Municipality's Role in Cabinet Lekgotla Resolutions

Mtubatuba Municipality will continue to foster relations with other sector departments including State Owned Enterprises (SOE's). In addition, the Municipality has also taken into account all key national development plans such as the National Development Plan (NDP), which the Cabinet Lekgotla has also endorsed including its objectives and targets.

Lastly the Municipality will ensure that government priorities including health, fighting crime and corruption, job creation, rural development, local government and basic services and education and skills development are achieved within Mtubatuba municipality through the Integrated Development Plan. In this regard the Municipality in most cases will play a facilitation role, and in some instances, implement programmes that are in keeping with the allocated powers and functions.

2.15.2 The District Lekgotla

The District Lekgotla has not yet taken place. As and when it is held, Mtubatuba Municipality will perform its functions and implement resolutions that would be taken in the to-be held District Lekgotla.

2.10 THE STATE OF THE NATION ADDRESS 2020

The State of the Nation Address 2019 (SoNA 2019) was delivered by the head of state of the Republic of South Africa, Mr Matamela Cyril Ramaphosa on 13 February 2020 at 7 pm before a joint sitting of the two houses of Parliament. The President took the nation into his confidence on the way forward, set the tone on critical matters and reported back to South Africans on the progress since his last address in June last year.

- Youth unemployment - The president announced a new six-pronged plan to fight youth unemployment, which he described as a "crisis". The plan includes targeted skill building, the expansion of the existing Youth Employment Service, and reallocation of 1% of the national budget to a youth employment initiative.
- Energy- Load shedding was the "inevitable consequence" of struggling power utility Eskom's inability over many years to service its power plants, said Ramaphosa, which he attributed to a combination of rising debt, lack of capacity and state capture.
- Basic education – This year we will be introducing coding and robotics in grade R to 3 in 200 schools, with a plan to implement it fully by 2022.
- Climate crisis – The presidential commission on climate change to ensure that we move towards a low carbon growth trajectory we will finalise the climate change bill.

- Rail - Ramaphosa also committed to turning around the Passenger Rail Agency of South Africa to fix the commuter rail network and said a plan for restructuring South African Airways would be unveiled in the next few weeks, and said government's successes included pushing back against corruption.
- State Owned Enterprises – This year we are moving from the stabilisation of state owned enterprises to repurposing these strategic companies to support growth & development.
- Higher education – We are building nine new TVET college campuses this year Sterkspruit, Aliwal North, Graaf Reinet, Ngunqushu (all Eastern Cape) and Mzimkhulu, Greytown, Msinga, Nongoma and Kwagqikazi (all Kwa-Zulu Natal)
- State capture – A national anti-corruption strategy and implementation plan is close to the completion of this phase of its work.
- Crime - He said that while police statistics showed that violent crime, rapes and murders have not gone down, improved detective methods would be effected through the training of officers.
- Gender based violence - He said they will increase their fight against gender-based violence. “We will amend the Domestic Violence Act to better protect victims in violent domestic relationships and the Sexual Offences Act to broaden the categories of sex offenders whose names must be included in the National Register for Sex Offenders and we will pass a law to tighten bail and sentencing conditioning cases that involve gender-based violence,” said Ramaphosa.

2.11 THE STATE OF THE PROVINCE ADDRESS 2020

On the 4th March 2020, the Premier of KwaZulu-Natal, Mr S Zikalala delivered the State of the Province Address (SOPA). The focus areas that are also concerns are already attended to in the revised and adopted KZN-Provincial Growth and Development Strategy (November 2016) and in the agreed Programme of Action of the KZN-Province. The theme for the 2020 SOPA is therefore Together, Creating Our Common Future. It recognises that the people of KwaZulu-Natal themselves are the cornerstone and the most vital ingredient or force for growth and development.

The focus areas are as follows:

- Basic services (especially access to clean potable water)
- Job creation
- Growing the economy
- Growing SMMEs and cooperatives
- Education, health, and skills development
- Human settlements and sustainable livelihoods
- Building a peaceful province
- Building a caring and incorruptible government

The February 2018 Cabinet Lekgotla resolved amongst other issues that the Provincial Planning Commission and KZN COGTA to support the District Municipalities with the development of District Growth and Development Plans [DGDPs] as part of Integrated Development Plan [IDP] process.

The DGDP was to be informed, directed and take a total form of the PGDS/P while at the same time forming a basis for and guide all other implementation plans at the District family of municipalities. The DGDP guides and informs the programmes and priorities for the 5 year IDP within the dynamics and complex municipal space. The Provincial Growth and Development Strategy (2035) review was initiated and approved by the Provincial EXCO in November 2016 necessitating the DGDP review.

Figure: The PGDS is firmly embedded within an overall sustainability approach as illustrated in Diagram below.

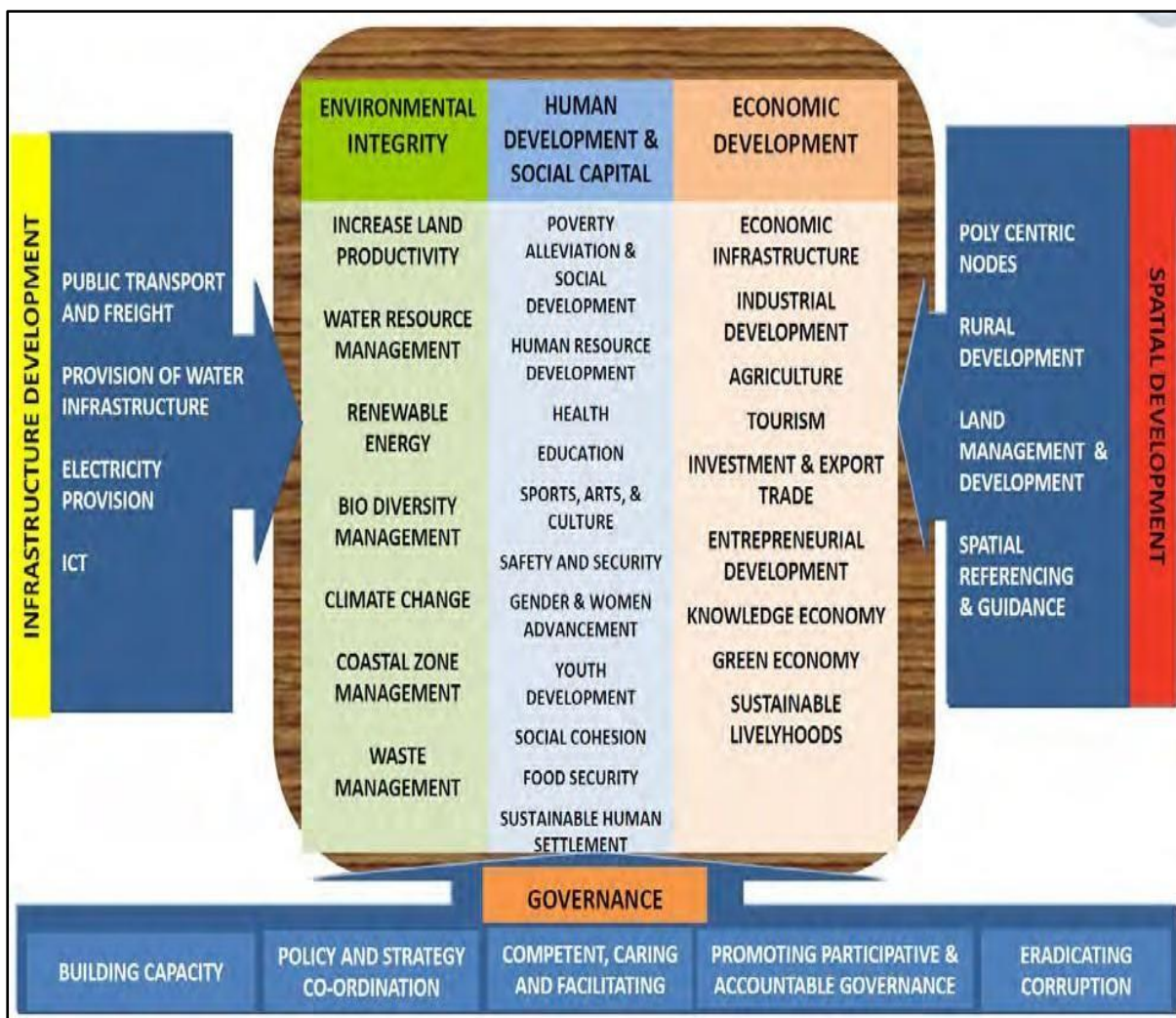
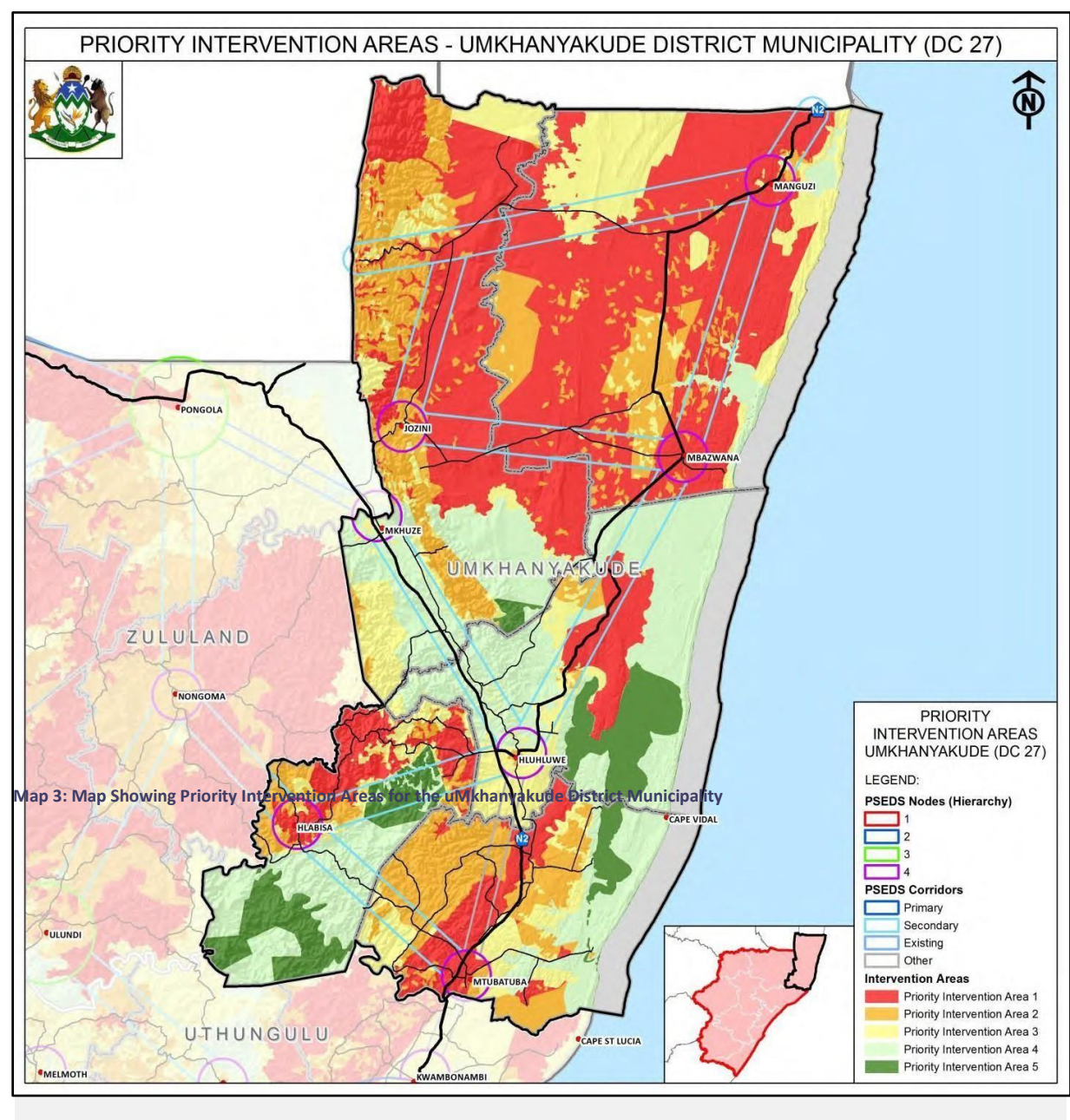


Figure: Sustainability approach as embedded in the PGDS



2.13 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY

The first PSED was adopted in 2007 but nearly a decade later it is necessary to review and update the first generation PSEDs for the following reasons:

- The strategy was simply “out-of-date” as much of the previous strategy focused on time bound events such as the FIFA World Cup.
- The policy context has changed as many of the development frameworks have evolved.
 - At a global level, Sustainable Development Goals (SDGs) have replaced the Millennium Development Goals (MDGs) and nationally the New Growth Path (2010) and the National Development Plan (NDP) at a provincial level, the Provincial Growth and Development Strategy (PGDS) of 2012 has been updated in 2016.
- The need to guide the economic cluster of provincial departments as to “where to intervene?” and “what to intervene in?”
- There is a need to revise the original nodes and corridors framework to match changes in the province and region since 2006.
- This strategy document therefore seeks to address the four issues outlined above as follows:
 - First identify development corridors and nodes;
 - Devise an objective criterion for geo-referencing and mapping: mapping the corridors, nodes, PSEDs regions and catalytic projects;
 - Ensure stakeholder involvement in the development of the strategy; and
 - Outline the roles and responsibilities of the various implementation agencies.

2.14 APPROACH TO THE DEVELOPMENT OF THE NEW GENERATION PSEDs SPATIAL ANALYSIS

The first step in developing the second generation PSEDs is to objectively identify the nodes. Four types of nodes may be identified based on the justification for the intervention, namely: (1) Provincial Priority Nodes that consist of (a) Economies of Scale Nodes (b) High growth / Strategic Nodes, and (c) Local Influence Nodes and (2) Poverty Intervention Nodes.

Provincial Priorities

Provincial Priority interventions are defined as government interventions that have a province wide significance, i.e. interventions that either impact the province or multiple districts within a

province. Provincial Priority Nodes are therefore nodes where interventions may be conducted that have a province wide impact.

Economies of Scale

Economies of scale interventions are conducted in areas with a large population or high population may enjoy economies of scale advantages in that the benefits of a small investment can potentially be enjoyed by a disproportionately large number of people. Economies of Scale Nodes therefore typically have a large population. The economic activities that are most suitable in Economies of Scale Nodes are mass production processes that are labour intensive and require a broad skills base.

High Growth / Strategic

High growth /strategic interventions occur in locations that do not necessarily have a large or concentrated population but have a population that is growing rapidly. The economic activities that are most suitable in High Growth / Strategic Nodes are largely socio-economic in nature i.e. infrastructure spending etc. to deal with the growing population.

Local Influence:

Local influence interventions are interventions that only have an impact on the local economy at district or municipality level. Local influence nodes are therefore nodes that provide services to a sub-regional community. The focus of investments should therefore be in promoting integration, transport linkages and service delivery infrastructure.

Poverty Intervention:

Poverty Priority interventions are government interventions targeted at addressing poverty, low employment and spatial isolation. Poverty Nodes are therefore essentially poverty hotspots. To identify and characterize the nodes for KwaZulu-Natal, the following information was taken into consideration:

PSEDS Development Strategies

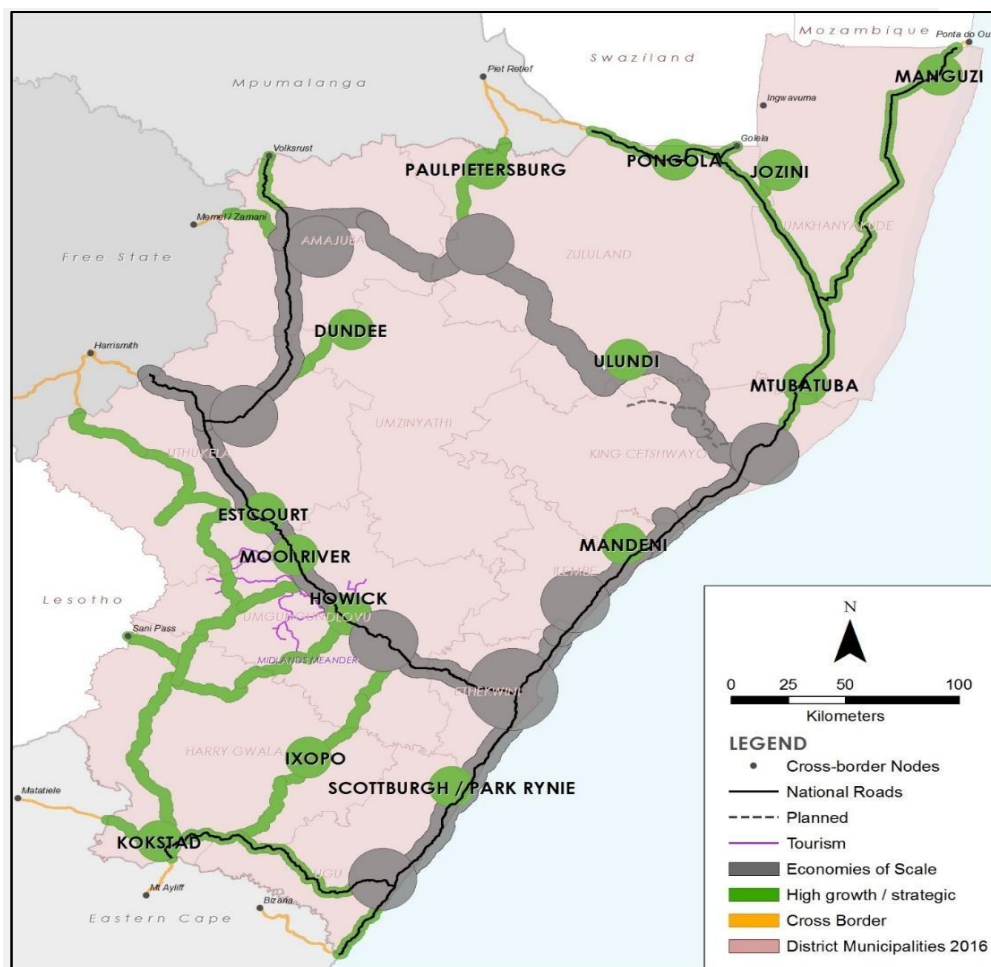
The government's role in socio-economic development and transformation is that of providing leadership and acting as a catalyst by creating an enabling environment. There are several intervention mechanisms at the government's disposal. Some of the main ones are:

- Investing and providing support to targeted economic growth sectors;
- Providing support to small and medium enterprises;
- Developing the skills base of the labour force;

- Economic empowerment of the historically marginalized;
- Expanded public works programme (EPWP);
- Intergovernmental relations within South Africa and sometimes across the region;
- Integrated Development Plans; and
- Mainstreaming transversal issues such as HIV / AIDS.

These mechanisms need to be co-ordinated. The inclusion of the results of the Comparative Advantage Study as well as the District Economic Drivers report in the new generation PSEDS is an endeavour to provide some guidance around what development projects to invest in within each district, node and corridor.

Figure: Map Showing HighGrowth Nodes and Corridors



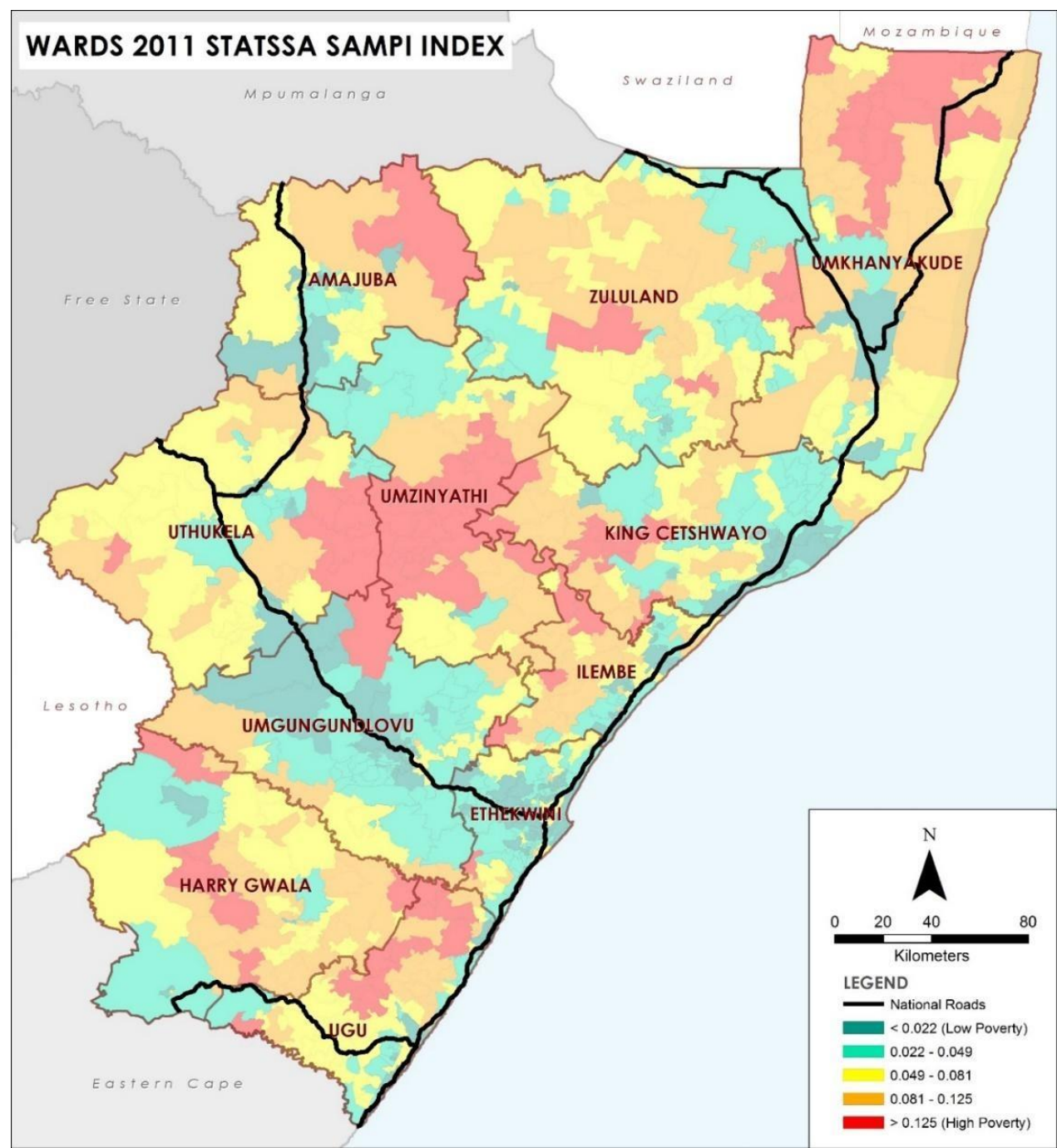
High Growth / Strategic Nodes and Corridors

These are nodes that are experiencing high growth rates and appear to have some economic growth potential. The following nodes were identified:

High Growth / Strategic Nodes

Dundee Estcourt Howick Ixopo Jozini Kokstad, Mandeni, Manguzi Mooi River Mtubatuba Paulpietersburg Pongola, Scottburgh / Park Rynie, Ulundi. These nodes are also largely located on the main connecting corridors, save for Paulpietersburg, Manguzi, Jozini, Pongola and Mtubatuba in the North, Kokstad and Ixopo in the South. These are however all mostly gateway nodes. From Underberg, the R617 connects to Howick. The high growth corridor running along the base of the Drakensburg appears to be under serviced in terms of logistics infrastructure. The Department of Transport describes this as the Drakensburg Tourism Area / Node. It is important, however, to note that developments in this area will be subject to stricter regulations as this is a protected area.

Figure: Map Showing Poverty in KwaZulu Natal by Electoral Ward



The purpose of the Act is to provide for a framework for spatial planning and land use management in the republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for inclusive developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework of monitoring, co-ordination and review of spatial planning and land use management system.

To provide a framework for policies, principles, norms and standards for spatial planning and land use management; To address past spatial and regulatory imbalances; To promote greater consistencies and imbalances in the uniformity application procedures and decision making by authorities responsible for land use decisions and development applications. To provide for the establishment, functions and operations of municipal planning tribunals, to provide for the facilitation and enforcement of land use and development measures and to provide for matters connected therewith the area.

SPLUMA

Principles

The following principles are relevant to Mtubatuba Municipality as contained in the SPLUMA (Spatial Planning and Land Use Management Act):

a) The principle of **spatial justice**, whereby –

- past spatial and other development imbalances must be redressed through improved access to and use of land;
- spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation;
- spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
- land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;

- land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the grounds that the value of land or property is affected by the outcome of the application.

b) The principle of **spatial sustainability** whereby spatial planning and land use management systems must –

- Promote land development that is within the fiscal, institutional and administrative means of the Republic;
- Ensure that special consideration is given to the protection of prime and unique agricultural land;
- Uphold consistency of land use measures in accordance with environmental management instruments;
- Promote and stimulate the effective and equitable functioning of land markets;
- Consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
- Promote land development in locations that are sustainable and limit urban sprawl;

- and
- Result in communities that are viable.

c) The principle of **efficiency**, whereby –

- Land development optimises the use of existing resources and infrastructure;
- Decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts; and
- Development application procedures are efficient and streamlined and timeframes are adhered to by all parties.

d) The principle of **spatial resilience**, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

e) The principle of **good administration**, whereby –

- All spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;

- All government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;
- The requirements of any law relating to land development and land use are met timeously;
- The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
- Policies, legislation, and procedures must be clearly set in order to inform and empower members of the public.

The Municipality complies with Regulation 14 of SPLUMA (2013) in the development of the Spatial Development Framework. An authorised planning officer has not been appointed yet, however, the post of the advertised Town & Regional Planner will be designated for the Municipal Authorized Officer. The Municipality's Executive & Finance Committee has been designated as the Appeal Authority and delegations have been amended from KZNPDPA to SPLUMA bylaws and applications are categorised as per SPLUMA. The COGTA Department has budgeted to gazette the SPLUMA Bylaw for Mtubatuba Municipality.

2.16 INTER-GOVERNMENTAL RELATIONS

Mtubatuba Municipality is responsible for facilitating inter-governmental relations within its area of jurisdiction. In line with the Intergovernmental Relations Framework Act, the Municipality has taken upon itself to improve intergovernmental engagements to ensure that proper intergovernmental planning guides public, private and donor investment in the district.

The Municipality is part of the District Manager's Forum "a key forum for strategic alignment, coordination and integration" that serves as an inter-governmental structure where the Sector Departmental Managers in the district meet with their municipal counterparts. The relationship between the Municipality and sector departments is improving. There are also inter-municipal structures (i.e. District Planning Forum; Municipal Managers' Forum) that discuss and resolve on issues cutting across all municipalities.

There are, however, challenges on how the hierarchical inter-municipal and inter-governmental structures should cross feed into each other's programmes and be measured in terms of performance. For example, the Municipality cannot hold any sector department accountable for the non-implementation of projects which are submitted for inclusion in the IDP document.

The Provincial Department COGTA provided grant funding to support Umkhanyakude family of municipalities in strengthening their IGR functions. Necessary forums required to facilitate IGR have been established and terms of reference to facilitate smooth operations for these forums have been developed. Dates of IGR meetings are incorporated in the District Events Calendar. Protocol Agreements was signed by all the Mayors and Municipal Managers in December 2013. Technical Forum and Sub Committee are meeting frequently. Local municipalities have appointed IGR Champions to strengthen communication. Refer to IGR-Terms of Reference.

2.17 INTEGRATED DEVELOPMENT PLANNING IN MTUBATUBA

Chapter 5 and Section 25 of Local Government Municipal Systems Act (32 of 2000), requires that the municipal Council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the Municipality, and that the plan be reviewed annually. Accordingly, Mtubatuba Municipality has initiated a process towards the preparation of a credible Integrated and Development Plan (IDP) as a five year strategic plan to guide service delivery and investment (both private and public sector) within the area.

Mtubatuba Municipality's IDP will serve as a strategic guide during the term of office of the current Councilors (refer to Box 1). The IDP is based on the issues articulated by the stakeholders and is aligned with the national and provincial development imperatives such as the National Development

Plan and the Provincial Growth and Development Strategy (PGDS). Its objectives are as follows:

- To guide decision making in respect of service delivery and public-sector investment.
- To inform budgets and service delivery programs of various government departments and service agencies.
- To coordinate the activities of various service delivery agencies within Mtubatuba Municipality area of jurisdiction.
- To engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.
- To position the Municipality to make a meaningful contribution towards meeting the district and provincial development targets and priorities.

2.18 STRATEGIC ALIGNMENT WITH GOVERNMENT PRIORITIES

Mtubatuba Municipality strategic focus is influenced by the Millennium Development Goals, National Development Plan, PGDS, DGD, Mtubatuba Municipal Development Goals and municipal vision which is aimed at optimum utilisation of available resources and potentials to create an enabling environment and sustainable development which promote quality of life for all while capitalizing on our competitive advantages.

2.19 ALIGNMENT WITH GOVERNMENT PRIORITIES

2.25.1 Sustainable Development Goals

The Sustainable Development Goals, officially known as **transforming our world: the 2030 Agenda for Sustainable Development** is a set of 17 "Global Goals" with 169 targets between them. They were Spearheaded by the United Nations through a deliberative process involving its 194 Member States, as well as global civil society, the goals are contained in paragraph 54 United Nations Resolution A/RES/70/1 of 25 September 2015. The Resolution is a broader intergovernmental agreement that acts as the Post 2015 Development Agenda (successor to the Millennium Development Goals). The SDGs build on the Principles agreed upon under Resolution A/RES/66/288, popularly known as The Future We Want.

Figure: Sustainable Development Goals Aligned to Mtubatuba Goals, Strategic Goals and Objectives

Sustainable Development Goals (SDGs)	Alignment to Mtubatuba Goals, Strategic Goals and
Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	To build competent human capital for the development of Mtubatuba.
Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	To build new infrastructure and maintain the existing infrastructure to ensure sustainable services.
Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.	To create a conducive and enabling environment for economic growth and development.
Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all. Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	To promote good governance and public participation
Goal 12: Ensure sustainable consumption and production patterns Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build	To improve municipal financial viability and management
Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 13: Take urgent action to combat climate change and its impacts	To promote integrated and sustainable environment.

2.25.2 Government Priorities

Figure: National Plan Priorities as Aligned to Mtubatuba Municipality

National Plan Priorities	Alignment with Mtubatuba Municipality
Create jobs	Job Creation through Economic Development Viable Economic Growth and Development
Expand infrastructure	Efficient and Integrated Infrastructure and
Use resources properly	Improve municipal financial viability and
Inclusive planning	Integrated Urban and Rural Development
Quality education	Improving Citizens Skills levels and Education
Quality healthcare	Improve Quality of Citizens Health
Build a capable state	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance
Fight corruption	Public Safety and Living Environment
Unite the nation	Promoting Social Cohesion

Figure: National Outcomes as Aligned with Mtubatuba Municipality

National Outcome	Alignment with Mtubatuba LM
Improved Quality of basic education	Improving Citizens Skills levels and education
A long and healthy life for all South Africans	Improve Quality of citizens Health
All people in South Africa are and feel safe	Creation of Secure and Friendly City through fighting crime
Decent employment through inclusive economic growth	Job Creation through economic development
Skilled and capable workforce to support an inclusive growth path	Municipality Resourced and committed to attaining the vision and mission of the organization
An efficient, competitive and responsive infrastructure network	Efficient and Integrated infrastructure and services
Vibrant, equitable, sustainable rural communities contributing towards food security for all	Viable Economic Growth and Development
Sustainable human settlements and improved quality of household life	To promote the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing
Responsive, accountable, effective and efficient local government system	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
Protect and enhance our environmental assets and natural resources	To promote environmental; conservation and promotion
Create a better South Africa, a better Africa, and a better world	Promoting Social Cohesion
An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
An inclusive and responsive Social protection system	Democratic, Responsible, transparent, Objective and equitable Municipal
Nation building and social cohesion	Social Cohesion

There are Five National and Six Provincial Priorities include the following:

Figure: Five National and Six Provincial Priorities as Aligned with Mtubatuba Municipality

Five National Priorities Including Six Provincial Priorities	Alignment with Mtubatuba Municipality
Job creation (Decent work and Economic growth)	Job Creation through Economic Development
Education	Improving Citizens Skills levels and education
Health	Improve Quality of citizens Health
Rural development, food security and land Reform	Integrated Urban and Rural Development
Fighting crime and corruption	Creation of Secure and Friendly City through fighting crime
Nation-building and good governance	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance and Social Cohesion

Figure: PGDS Strategic Goals as Aligned with Mtubatuba Development Goals

PGDS Strategic Goals	Mtubatuba Development Goals
Inclusive Economic Growth	Job Creation through Economic Development
Human Resource Development	Viable Economic Growth and Development
Human and community Development	Municipality Resourced and committed to attaining the vision and mission of the organization
Strategic Infrastructure	Municipality Resourced and committed to attaining the vision and mission of the organization
Environmental Sustainability	
Responses to Climate Change	To promote environmental; Conservation and promotion
Governance and Policy	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance
Spatial Equity	Integrated Urban and Rural Development

DGDP Goals	Development Goals
Job Creation	Expanded district economic output and increased quantity and quality of employment opportunities
Human Resource Development	Enhanced quality of district human resource
Human and community Development	Improved quality of life and life expectancy
Strategic Infrastructure	High quality infrastructure network to support improved quality of life and economic growth
Environmental Sustainability	District characterized by integrity and quality of its physical environment and underpinned by a coherent spatial development
Governance and Policy	Excellence in governance and leadership
Spatial Equity	District characterized by integrity and quality of its physical environment and underpinned by a coherent spatial development pattern

2.25.3 Alignment with Back to Basics

The core service that the local government provides – clean drinking water, sanitation, electricity, shelter, waste removal and roads – are basic human rights, essential components of the rights to dignity enshrined in our Constitution and Bill of Rights. The vision of the developmental local government was that it would be the building block on which the reconstruction and development of our country and society was built, a place in which the citizens of our country could engage in a meaningful and direct way with the institutions of the state. Local government is where most citizens interface with government, and its foundational ethos must be about serving people.

National Development Plan makes it clear that meeting our transformation agenda requires functional municipalities and capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialise. Our goal is to improve the functioning of municipalities to better serve communities by getting the basics right.

During 2014 State of Nation address the President put emphasis on that the people's experience on the Local Government must be a Positive one and local government must be at the forefront

of improving people's lives and creating condition for inclusive economic growth. That was followed by the introduction of The back to basics programme which was launched with the theme "Serving our Communities Better" on the 18th of September 2014, in which The President outlined the government plan of action for the next five years which is to ensure a focused and strengthened Local Government by getting the basics right working with all other spheres of government.

"We cannot solve today's problems with the same level of thinking that created the problems in the first place" (Albert Einstein). We need to do things differently if we want different solutions. We must change our paradigm to focus on serving the people and not extractive elites. The Constitution and other legislation spell out our responsibilities and tasks. Some municipalities perform them well, but others don't. For example, an acceptable level of performance means that municipalities must:

Pillars identified as strategic focus area.

No.	Back to Basics	Alignment
1.	Basic Services: creating decent living conditions	Efficient and integrated infrastructure and services
2.	Good Governance	Democratic, responsible, transparent, objective and equitable Municipal Governance
3.	Public Participation: Putting People First	Democratic, responsible, transparent, objective and equitable Municipal Governance
4.	Sound Financial Management	Sound Financial and Supply Chain Management
5.	Building capable institutions and administration	Municipality resources and committed to attaining the vision and mission of the organisation.

Programme:

- District Technical Advisory Committee; (held Quarterly);
- Back to Basics Provincial Tasks Team held quarterly); and
- Quarterly assessment within Municipalities.

SECTION C: SITUATIONAL ANALYSIS

3. SITUATIONAL ANALYSIS

The purpose of the situational analysis is to provide an overview of the existing situation by focusing on the relevant aspects of the situation which will enable the management of the Municipality to make appropriate management decisions. The Municipal Systems Act requires an assessment of the existing level of development in the municipal area, including the identification of communities which do not have access to the basic municipal services.

This prescription should however be seen in the broader context of what information should be at the disposal of the Municipality to enable its management to make decisions which are both strategic and practical in terms of their implementation.

The situational analysis should provide decision makers with sufficient knowledge of the nature of the priority issues and problems, existing and accessible assets and resources as well as resource limitations within their municipal area to enable them to make efficient and effective strategic decisions. This chapter provides descriptive data across a range of socio economic indicators of Mtubatuba Municipality. In some cases trends in the Municipality have also been compared with trends at district level in order to understand these in their regional context. This is crucial as it provides the Municipality and its social partners with deep insight into local socio-economic trends patterns and development challenges.

In order to produce an implementable, delivery-focussed and measurable IDP, Mtubatuba Municipality followed an approach that begins to embark upon crafting a long-term, sustainability strategy for the Municipality. The IDP gives the Municipality an opportunity not only to measure its progress in terms of the five-year IDP (Council term), but also serves to educate the communities when it comes to identifying individual needs on a ward-based level, whilst still aligning with the goals of the broad policy environment, specifically with the focus on long-term sustainability.

The IDP sets out what the Municipality aims to accomplish over a five-year period and how it will do this. It is a management tool that provides municipalities with a framework for strategic decision making.

3.1 SPATIAL ANALYSIS

Mtubatuba Municipality enjoys a relatively good access and connectivity at a regional level. One of the national trade routes and major link to the SADC region – the N2 runs through the area linking Durban with major urban centres further north. The major challenge is to capitalise on the opportunities this presents and optimise benefits for the local people.

Development of R618 (P237-1) as part of the Renaissance Program of the Department of Transport linking the coast (St Lucia) with the Cultural Heritage Corridor areas of Nongoma and Ulundi through Hlabisa also improves regional connectivity and will unlock development potential (tourism, commerce, etc) in Mtubatuba, particularly the town and other incipient nodes along the corridor.

The area has rail but no air transport infrastructure. There are however, small landing strips in Hluhluwe Town and inside Hluhluwe/Mfolozi Game Reserve.

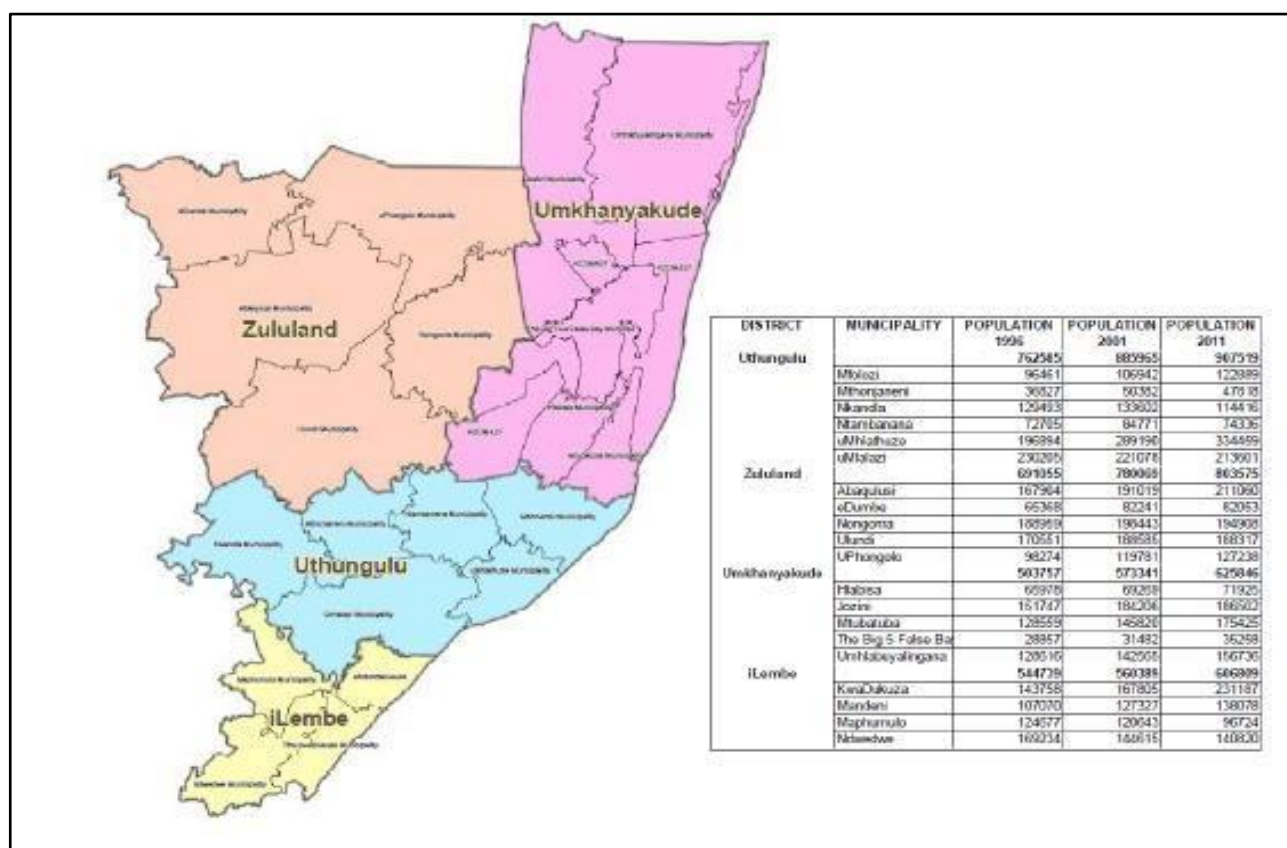
3.1.1 Mtubatuba Regional Context

Mtubatuba Municipality is bounded to the south by Mfolozi River, which separates the Municipality with Mfolozi Municipality (uThungulu District Municipality) further south. On the east, Mtubatuba Municipality is bordered by the ocean, while it is bounded by the Big Five False Bay Municipality to immediate north. Hluhluwe–iMfolozi Game Park forms the western boundary of the Municipality. Mtubatuba Municipality is strategically located along the N2 which links the municipal area with strategic areas such as Richards Bay, eThekweni Metropolitan area, Mpumalanga province and SADC countries such as Swaziland and Mozambique.

Figure: Mtubatuba Regional Context

Administrative Entities

There are three administrative entities in Mtubatuba Municipality which are its Municipality



Council, Mpukunyoni Traditional Council and Umkhanyakude District Municipality. However the major entities are Mtubatuba Municipality and Mpukunyoni Traditional Council.

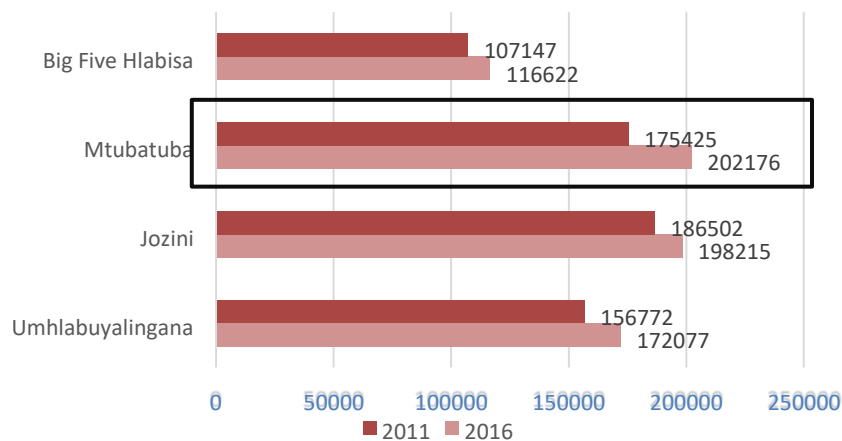
Within the Municipality area of jurisdiction, there is only one traditional council, the Mpukunyoni Traditional Council. As mentioned in the executive summary, the Mtubatuba Municipality comprises of 20 municipality wards which are represented by 20 ward councillors and 20 proportional representative councillors. In total the Municipality has 40 Councillors. Out of the 20 municipality wards, 18 fall within the Mpukunyoni Traditional Council. This confirms that the Mtubatuba Municipality is predominantly rural in nature. Only 2 and portion of ward 4 municipality wards fall outside the Mpukunyoni Traditional Council area of jurisdiction. These areas include the Mtubatuba Town, St Lucia, and KwaMsane Township.

Portions of wards 2 and 6 fall within the Mpukunyoni Traditional Council authority area. Below is a summarised table of Mtubatuba Municipality Wards depicting both the Municipality Council (currently being chaired by the Administrator) as well as the Mpukunyoni Traditional Council wards (*izigodi*). In addition, a map depicting the same is also included below.

312 Demographic Profile

According to the 2016 Community survey, the municipal area has a total population of 202176. It is noted that the population growth rate between 2001 and 2011 was at 1.85% per annum (Stats SA, 2011).

Figure: Population numbers and Distribution



Source: Census 2011 (StatsSA)

Municipalities within the district experienced a population increase. The increase in population size can be attributed to factors such as migration, the change in delineation of municipal boundaries, increase in birth rate and a decrease in mortality.

Distribution of the population aged between 15 and 64 years by employment status and municipality 2001, 2011 and 2016

Figure: Distribution of Population Aged 15 and 63 by Employment Status

Municipality	Employed			Unemployed			Unemployment Rate		
	2001	2011	2016	2001	2011	2016	2001	2011	2016
Umkhanyakude	38 124	58	N/A	64335	44 104	N/A	62,8	42,8	N/A
Mhlabuyalingan	7 272	12	N/A	16 186	10 690	N/A	69,0	47,1	N/A
Jozini	9 428	15	N/A	14 120	12 559	N/A	60,0	44,1	N/A
Big Five False	3 962	5 348	N/A	3 524	1 930	N/A	47,1	26,5	N/A
Hlabisa	2 671	5 396	N/A	8 589	5 983	N/A	76,3	52,6	N/A
Mtubatuba	14 791	20	N/A	21 916	12 942	N/A	59,7	39,0	N/A

The table above indicates that Mtubatuba Municipality recorded an unemployment rate of 39% in 2011 and Hlabisa Municipality has the worst unemployment rate of approximately 52% while the Big 5 False Bay has the lowest rate of unemployed people sitting at 27% (Stats SA, 2011).

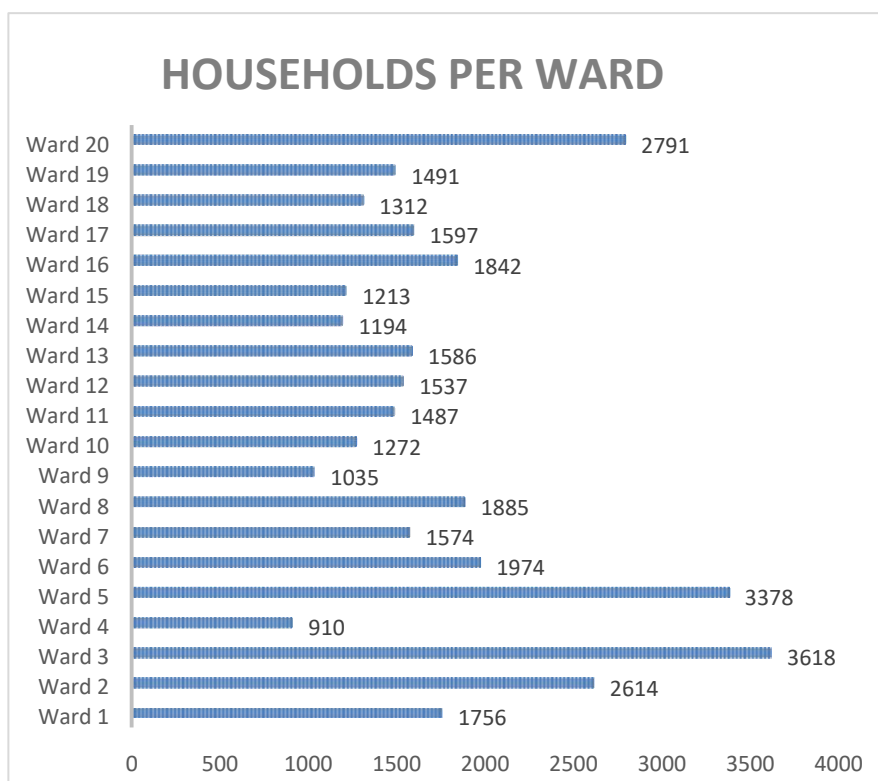
Number of Households for Mtubatuba Municipality

Figure: Number of Households

Municipality	Total Households	
	2011	2016
KZN275: Mtubatuba Municipality	34 909	41 792

The Municipality's households have increased by over 40% in 2011, compared to the 2001 Census. This requires the Municipality to ensure that provision of services is prioritised to reduce the backlog in service provision.

Figure 9: Household per Ward



The number of households in the municipal area were estimated to be 36 066. The wards containing the largest number of households include ward 3 (3 618), ward 5 (3 378) and ward 20 (2 791). It is estimated that in 2011 at least 52.8% of these households were headed by females which suggests a need for the future housing projects to be gender sensitive and prioritize the housing issues confronting females.

The graph above depicts the household growth per annum at 3%. The 3% has been calculated using the existing number of households per 2011 (36 066) and the year 2016 (41 792). It is estimated that the number of households will be approximately 54 553 by the year 2025.

Average Households size for Mtubatuba Municipality- 2001, 2011 and 2016

Figure: Average Household Size at Mtubatuba Municipality

Municipality	Total Population			Number of			Average Household		
	2001	2011	2016	2001	2011	2016	2001	2011	2016
Mtubatuba	145820	17425	N/A	24826	34905	N/A	5,8	4,9	N/A

The Municipality's average household size has decreased by 0.9 in 2011 (4,9) from 5,8 in 2001. This may be caused by people moving out of the Municipality for work and study opportunities or mortality.

Figure: Distribution of Female Headed Households by Municipality- 2001, 2011 and 2016

Municipality	No. of households headed by women			% of female headed households		
	2001	2011	2016	2001	2011	2016
UMkhanyakude	51785	69101	123075	51.0	53.9	N/A yet
uMhlabuyalingana	13 597	18 250	32923	51.7	53.9	N/A yet
Jozini	17 190	20 865	37293	51.2	53.7	N/A yet
Big Five False Bay	3 077	4 149	N/A yet	49.5	51.9	N/A yet
Hlabisa	6 215	7 417	N/A yet yet	58.6	58.9	N/A yet
	11 706	18 420	32923	47.2	52.8	N/A yet

Within the District, Mtubatuba Municipality recorded a second lowest female headed households in 2011, similar to the 2001 Census while Hlabisa Municipality has the highest, approximately 59% of households are headed by women.

Distribution of Child Headed Households by Municipality- 2001, 2011 and 2016

Table 21: Table Showing Distribution of Child Headed Households by Municipality- 2001, 2011 and 2016

Municipality	No. of households headed by children			% of child headed households		
	2001	2011	2016	2001	2011	2016
UMkhanyakude	1 288	2 032	N/A yet	1.2	1.6	N/A yet
uMhlabuyalingana	374	466	N/A yet	0.8	1.4	N/A yet
Jozini	454	692	N/A yet	0.7	1.8	N/A yet
Big Five False Bay	113	116	N/A yet	1.0	1.5	N/A yet
Hlabisa	171	181	N/A yet	0.9	1.4	N/A yet
Mtubatuba	187	576	N/A yet	0.4	1.7	N/A yet

Mtubatuba Municipality recorded a second highest child headed households in 2011 compared to 2001 Census recording the lowest households headed by children. This has implications on the dependency of children on government social welfare system, and this is also believed to be caused by the high rate of HIV/Aids.

Distribution of the Population Aged Between 15 and 64 Years by Employment Status and Municipality- 2001, 2011 And 2016

Figure: Distribution of the Population Aged between 15 and 64 years by Employment Status and Municipality- 2001, 2011 and 2016

Municipality	Employed			Unemployment Rate				
	2001	2011	2016	2001	2011	2001	2011	2016
UMkhanyakude	38	58	N/A yet	64	44	62,8	42,8	N/A yet
Mtubatuba	7 272	12	N/A yet	16	10	69,0	47,1	N/A yet
Jozini	9 428	15	N/A yet	14	12	60,0	44,1	N/A yet
Big Five False Bay	3 962	5 348	N/A yet	3 524	1 930	47,1	26,5	N/A yet
Hlabisa	2 671	5 396	N/A yet	8 589	5 983	76,3	52,6	N/A yet
Mtubatuba	14	20	N/A yet	21	12	59,7	39,0	N/A yet

Within Umkhanyakude District Municipality has the second lowest unemployment rate at 39% in 2011, after Big 5 False Bay Municipality compared to 2001 where unemployment rate was at 60% (Stats SA, 2011). The unemployment rate has reduced by 20% over the last ten years and this may be due to new mine (Tendele Coal Mine) that has been opened in the Mpukunyoni area.

Distribution of Average Household Income by Municipality- 2011 and 2016

Figure: Distribution of Average Household Income by Municipality- 2011 and 2016

Municipality	Total Households	
	2011	2016
KZN275: Mtubatuba Municipality	55 920	Not Available yet

The average household income in Mtubatuba has increased substantially between 2011 and 2011 by 105% (Stats SA, 2011).

Dependency Ratio for Mtubatuba Municipality - 2001, 2011 and 2016

Figure: Dependency Ratio for Mtubatuba Municipality - 2001, 2011 and 2016

<u>Municipality</u>	<u>Population aged 14yrs & younger</u>	<u>Population aged 65yrs & older</u>	<u>Population aged between 15 & 64yrs</u>	<u>Dependency Ratio</u>

	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>
Mtubatuba	59193	69069	82443	6557	7793	11506	80069	98564	N/A yet	82,1	78,0	

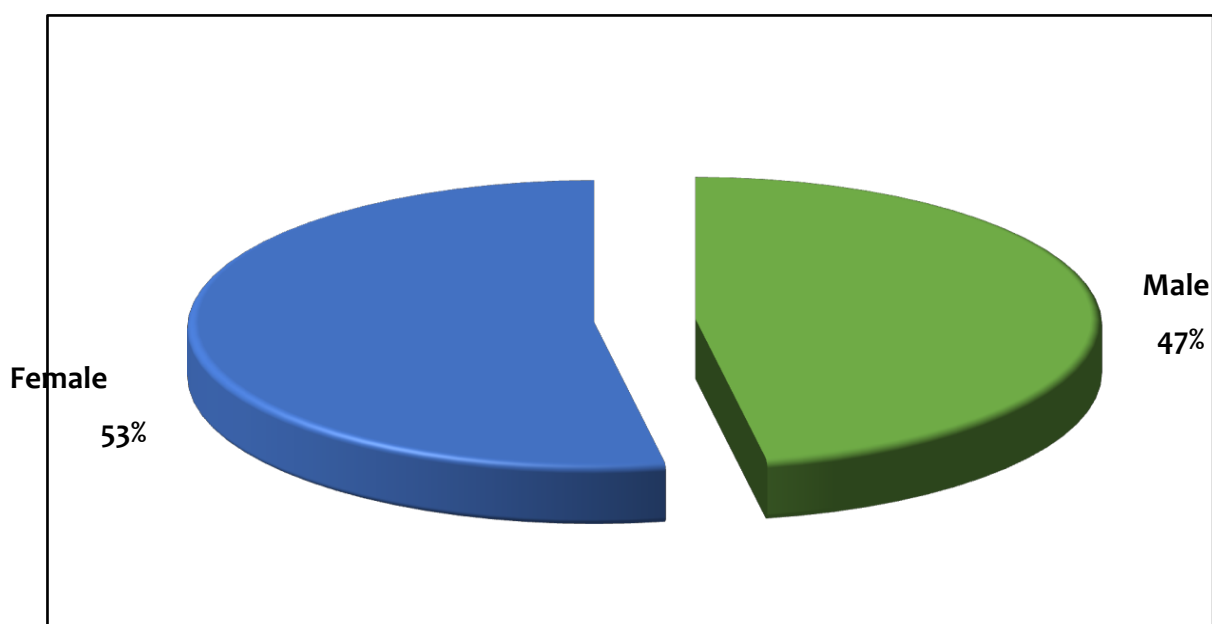
For the population aged 14 years and younger, the dependency ratio between 2001 and 2011 has increased by 16,7%, while that of population aged 65 years and older has also increased by 18,9%. The dependency ratio for population aged between 15 and 64 years has increased by 23% between 2001 and 2011. This translates to a dependency ratio of 78 in 2011 compared to 82 (Stats SA, 2011).

As indicated on the graph below, male and female residents comprise 43.2% (42.3%) and 56.8% (57.7%) of the total population of Mtubatuba municipality respectively (Stats SA, 2011). Taking into consideration the migration of most males to urban centres means that the majority of people remaining as household heads are female.

Although there is a slight increase in males, this may be due to loss of employment in urban centres as well as the new mining employment opportunities in Mtubatuba. It is encouraging to note that the dependency ratio in the municipal area has decreased although by only 4% from 82.1% to 78%, it is still an improvement. Increase in education levels would probably open employment opportunities as well as skills development may encourage people to be self employed thereby reducing the dependency ratio.

Figure: Gender Distribution

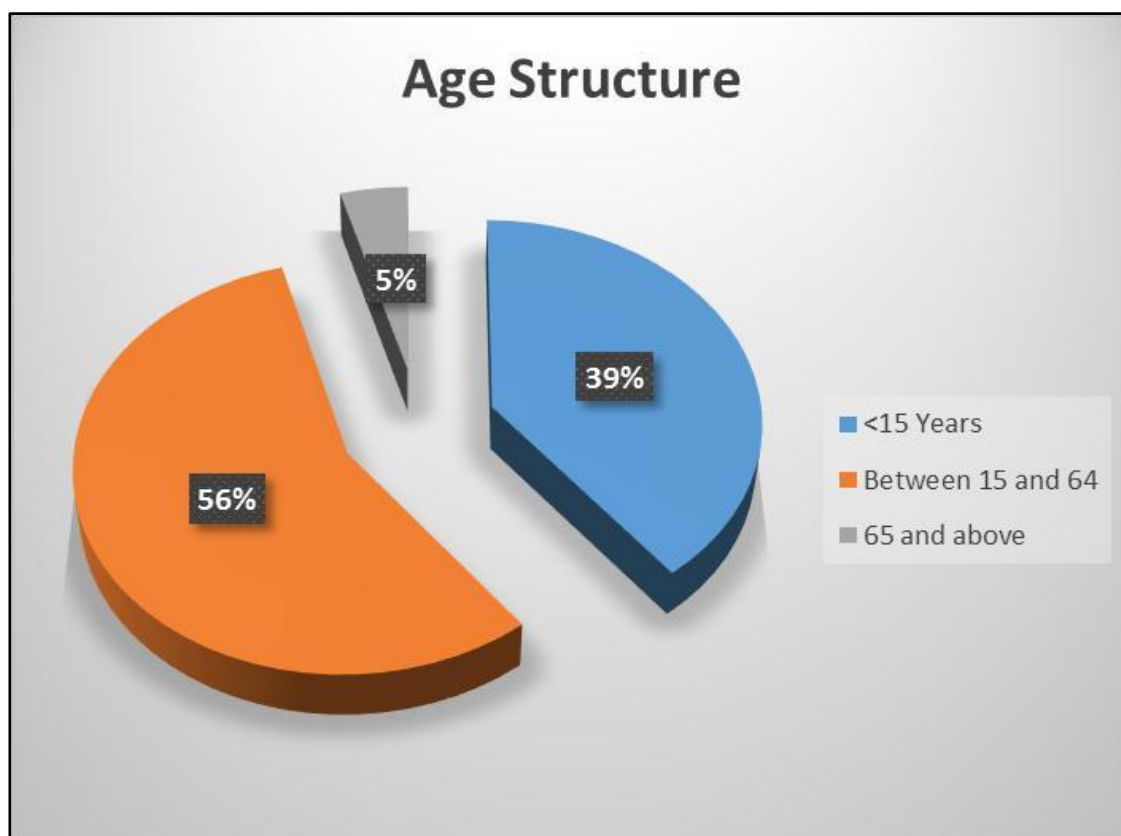
GENDER DISTRIBUTION



The graph above indicates the age breakdown for the municipal area. Accordingly the age profile shows characteristics of a Predominantly “Young” Population with almost 39% of the population are younger than 15years. This is indicative of the market for educational facilities including primary and high school level. A population of about 56% is between the ages 15 and 64 which depicts that some require tertiary institutions, some expected to be economically active and some pensioners above

60 years. As can be expected only 5% of the population is above 65years. The graph indicates that the majority of the community's population are considered youth. This means the Municipality need to derive or strengthen social and educational programmes that will cater for this age group e.g. life skills activities, skills development, sports and recreation facilities and activities. Such programmes could help decrease the occurrence of social disruptions (e.g. large number of school drop-outs, drugs and crime) that are often associated with this age group.

Figure: Age Structure

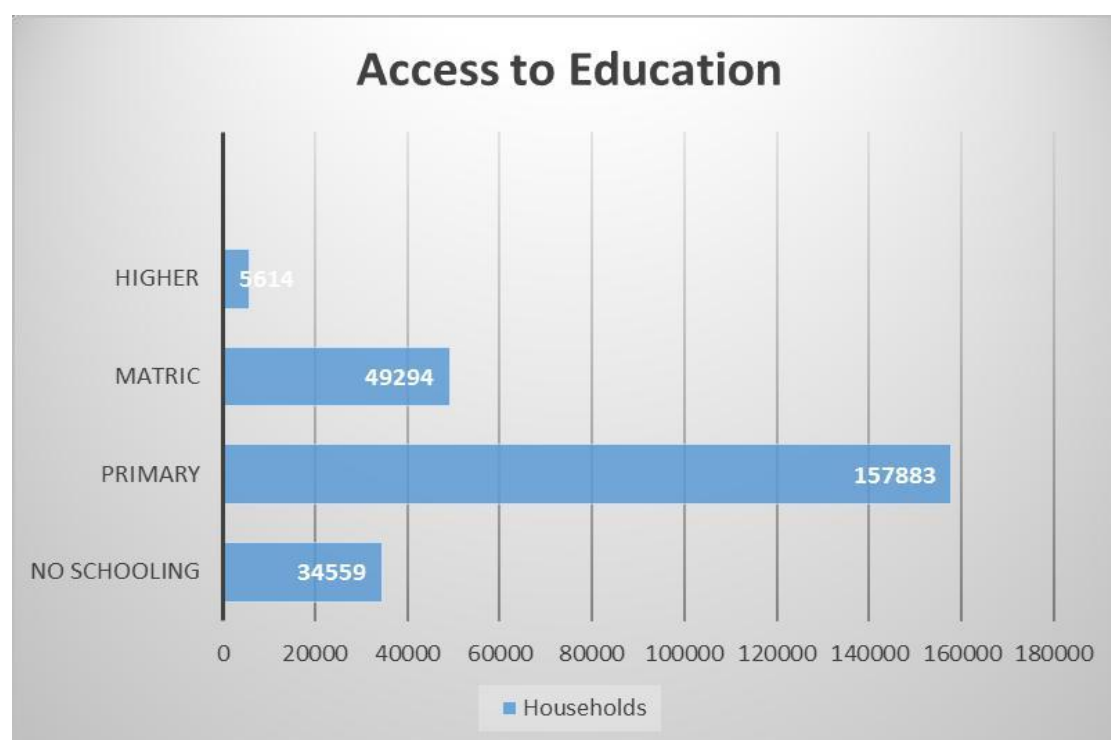


The educational profile gives an indication of the daily activities of the household members as well as the level of education of the households in the Mtubatuba Municipal Area. The graph indicates the literacy rate of the Mtubatuba population. It is encouraging to note that in 2011, only 19.7% never had any schooling compared to the 37% a decade ago. In 2001, only

16.4% of Mtubatuba population had passed matric, again in this regard there is a significant improvement of 28.1% in 2011. Having mentioned the above, it is disturbing to note that access to higher education has dropped from 5.3% in 2001 to a mere 3.2% in 2011. Enrolment in primary education is at 90%.

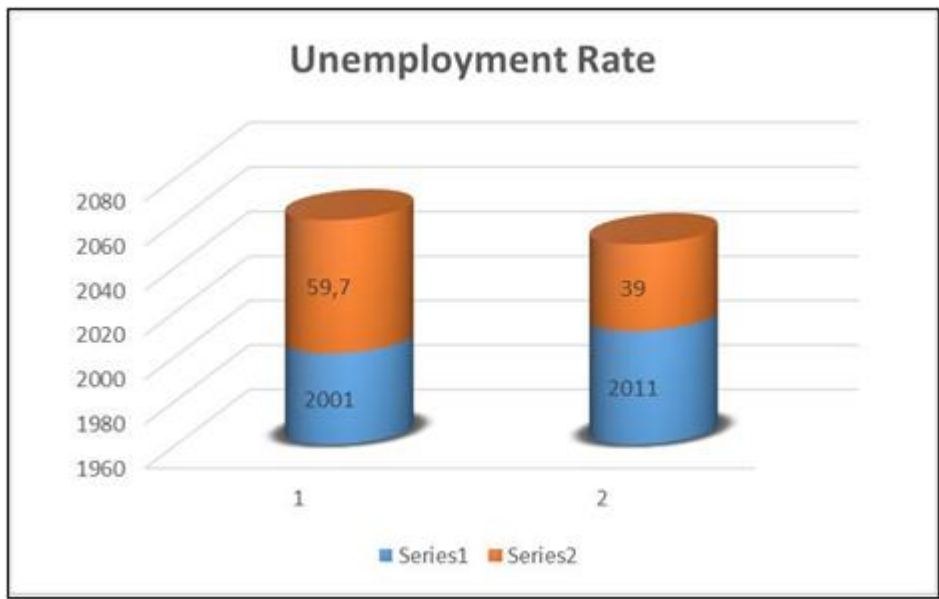
In summary, this shows that literacy level in the municipal area is the higher education enrolment which has since dropped. The drop in attaining higher education certificates may be due to the absence of tertiary institutions in the municipal area. In fact, the statistics echoes educational challenges raised at community meetings where parents indicated that lack of a facility is a problem as they could not afford to pay for fees and accommodation and food elsewhere. It is believed that the improvement in literacy rate in the area may also boost the local economy as people would have skills.

Figure: Access to Education



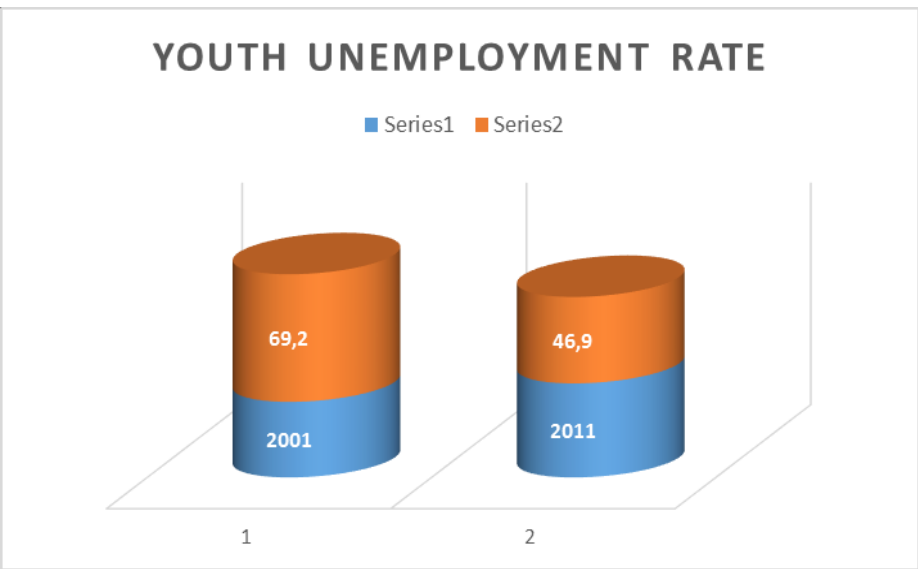
The unemployment rate within Mtubatuba Municipality was at 59.7% in 2001, however in 2011 there is a significant improvement as it is estimated to be at 39%. This may be due to the coal mining operation taking place in the Mpukunyoni Traditional Council area, Somkhele Mine

Figure: Unemployment Rate.



Unemployment RateIn 2001 Youth unemployment rate was at 69.2% and the latest statistics indicate that unemployed youth are approximately 46.9, and a notable improvement of 22.2%.

Figure: Youth Unemployment Rate



The Municipality’s demographic characteristics including spatial distribution of population, graphically presented through graphs and maps. The situational analysis data used is an official data obtained from Stats SA, Census 2011 and the 2016 Community Survey.

Mtubatuba Municipality population has seen a population growth rate of approximately 1.85% and is the only municipality within the District that has a growth rate of almost 2%. The closest

is the Big 5 False Bay Municipality with 1.1%. The Mtubatuba Municipality has made significant strides in addressing issues of unemployment as the unemployment rate has decreased from 60% in 2001 to 39% in 2011. There has also been a massive improvement on telecommunications as people that have access to cellphones have increased from 6 700 in 2001 to 31 000 in 2011, same applies to refrigeration which has increased from 9 000 to over 19 000 people. This implies that the Mtubatuba Municipality is prioritising service delivery as these require access to electricity.

3.2 CROSS CUTTING ISSUES

3.2.1 Environmental Analysis

- Mtubatuba Municipality area ranges between 0m (above sea level) generally on the eastern side to about 460 m as one travels east towards Hluhluwe – iMfolozi and Mpukunyoni Traditional Authority areas. The area's climate has been described as subtropical with an annual average temperature of 21.5 °C. While summers are warm to hot, winters are generally cool to mild. The annual rainfall ranges between 600 and 700mm on the western areas which are predominantly rural in nature and between 1201 and 1250 on the eastern side, along the coastal sea belt.
- The Mtubatuba Municipality is characterised by two distinct topographical types, which distinctively divides the Municipality almost equally into an east and west topographical settings. The western half is characterised by undulating landforms with some deeply incised valleys, and plateaus with the most rugged terrain found on the north western corner of the Municipality around the Mpehlela, Azinda, KwaMtholo, Ntondeweni communities and the Hluhluwe Dam. The very rugged terrain at this area has given rise to several draining lines and major rivers such as the Mvusthini River which drains into the Hluhluwe Dam.

3.2.2 Agricultural Potential

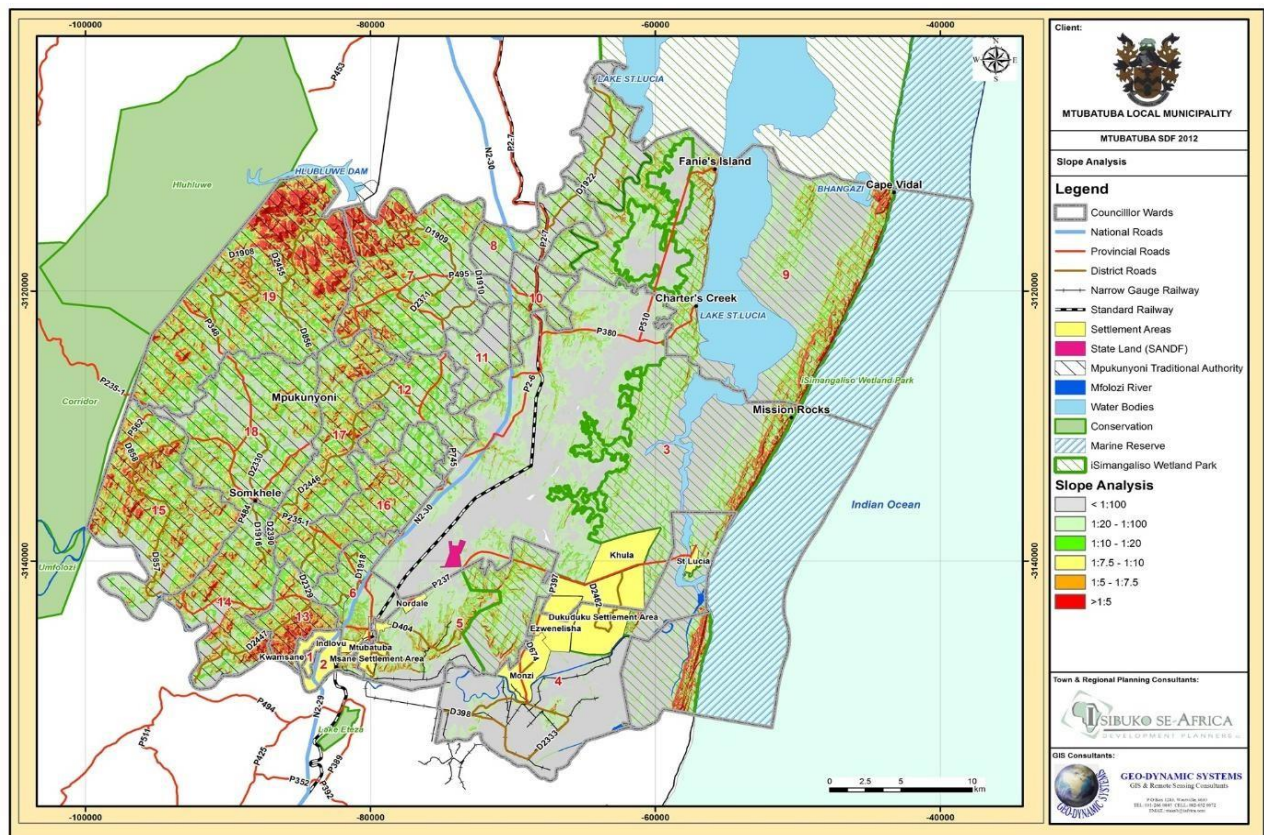
- All commercial agricultural areas to the north, south and the centre of Mtubatuba Municipality are subject to the provisions of The Subdivision of Agricultural Land Act, Act No. 70 of 1970. As such, they cannot be subdivided nor incorporated into a Land Use Scheme without the prior consent of the Department of Agriculture.
- Given that agriculture is the principal economic activity in the Municipality and the source of livelihood for majority of households, activities that tend to limit agricultural land has the potential to impact negatively on the very sources of livelihood for majority of the people. Settlement planning and proper land management are important to ensure that good agricultural land is not diminished further.

- It should also be emphasized that due to the limited land available for an economically feasible agricultural development in the rural western section of the Municipality, attention should be paid to those agricultural activities that are sustained on relatively small land parcels but yielding economically viable returns. Cash crops such as spices especially for export, poultry, piggery, etc are potential activities that may be investigated for development.

Figure: Distribution of Agricultural land in Mtubatuba Municipality

LAND POTENTIAL	UNTRANSFORMED LAND (HA)	TRANSFORMED LAND (HA)
Good Land Potential	9867.35	21898.57
High Land Potential	11486.51	4535.30
Low Land Potential	163.69	38.22
Moderately Good Land Potential	24064.19	20640.74
Relatively Good Land Potential	3279.32	3057.83
Very High Land Potential	22410.63	44357.49
TOTAL	71271.69	94528.15

Figure: Slope Analysis



The Western half of the Municipality is relatively higher in elevation rising to heights of 100m amsl and above. The eastern portion of the Municipality consists of relatively flat to gentle rolling terrain, and less rugged which are broken intermittently by relatively high

isolated, hills. The eastern half of the Municipality is of low lying at elevation of between 0m and 32m amsl.

3.2.3 Geology and Soils

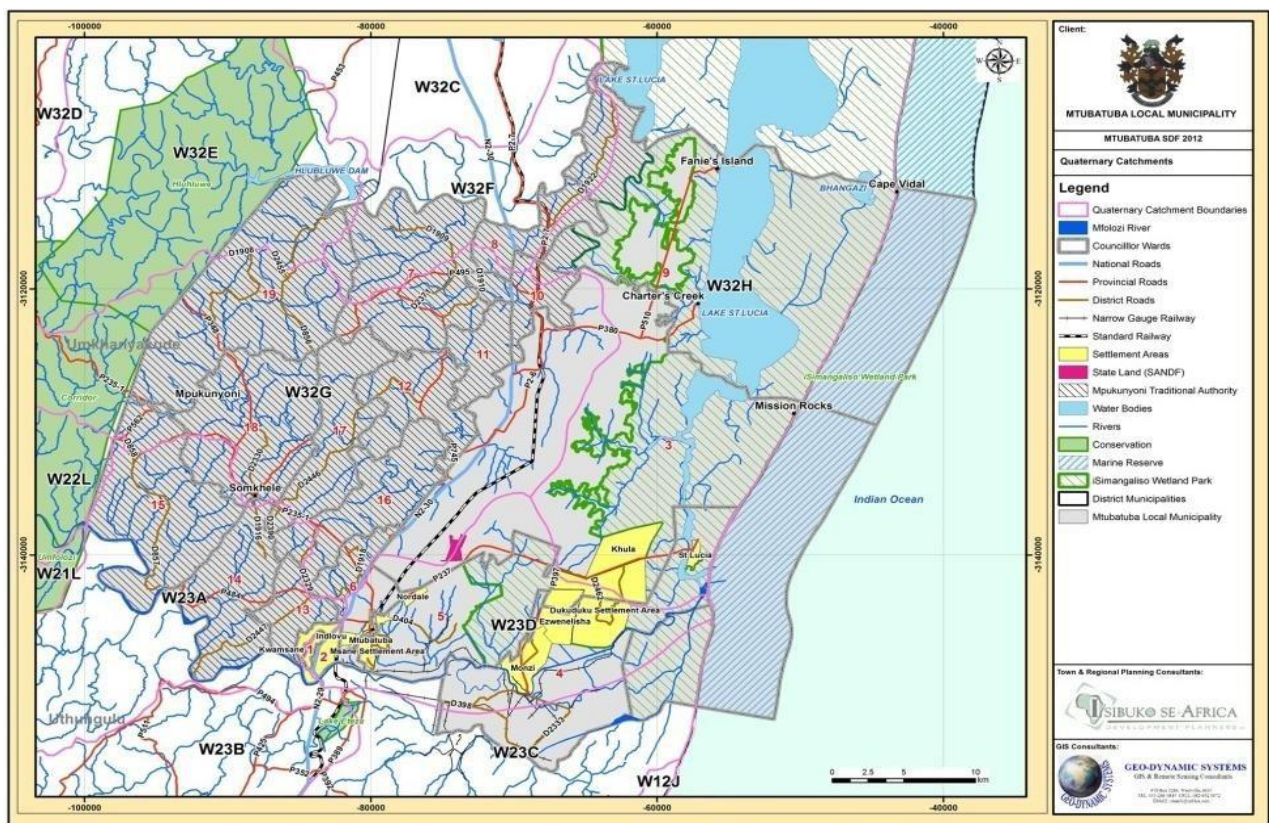
- The eastern region of the Mtubatuba Municipality occurs primarily upon the Cretaceous to Quaternary-age coastal plain deposits with the western portion being predominantly underlain by rocks of the Karoo Super group. The geology of the area spans a period of ~260 Ma with the rocks of the Vryheid Formation (Karoo Super group) forming the oldest lithological grouping. The development of the African continental margin and Indian Ocean owe their origin to geomorphic processes that began with the incipient rifting of the supercontinent Gondwana some 180 million years ago followed by the gradual opening of the Indian Ocean after ~140 Ma (Broad et al., 2006).
- At least there are three (3) types of dominant rock formations within The Mtubatuba Municipality, including the following geological structures:
 - Lebombo rock formations are more dominant within central Mtubatuba Municipal area and supports generally flat topography and deep soils;
 - Mudstone and shale are dominant on the western side of the municipal area within Mpukunyoni Traditional Area; and
 - The eastern side of the Mtubatuba Municipal area is characterised by a more sandy rock formations giving rise to sand soils along the coastal belt.
- In the Municipal region a northeast-southwest trending belt of more or less continuous coal development is associated with rocks of the upper Karoo Super-group (Mineral map of KwaZulu-Natal Province). In the south-western region of the Municipality the Somkhele mine derives coal from the Emakwezeni Formation. Somkhele has one of the largest resources of open-pit mineable anthracite reserves in the country.
- The area is characterised by shallow lithosols on weathered bedrock and shallow soils on bedrock. Some of the lower slope areas may be characterised by thicker soils deposits washed down from the hilly area areas. These lower areas within the rugged terrain may have potentially active and or expansive soils and potentially erodible soils. The presence of bedrock at shallow depths may require mechanical methods of excavation for foundations and service trenches. Drilling and blasting may also be required in some areas. Due to topographical and geological constraints, the area is likely to pose severe challenges for the establishment of large scale graveyards.

Information about water resources and catchment management within the Mtubatuba Municipality is drawn from the recent KwaZulu-Natal Provincial Growth and Development Strategy.

- The Mtubatuba municipality is located within the Phongola-Mhlathuze Water Management Area (WMA). The WMA is made up of Phongola River which forms the upper most northern boundary and the Mhlathuze River which forms the southern boundary. The MWA is also characterised by Mkhuze River and Mfolozi Rivers (both Black and White rivers), which forms the southern boundary of the Mtubatuba and UMkhanyakude District Municipality). While these rivers are relatively smaller compared to the Phongola River which is one of the international rivers, they have national significance.
- The Phongola-Mhlathuze Water Management Area supports strategic development in the northern region of KwaZulu-Natal including the following:
 - Agricultural development including commercial and small-scale forestry development between Richards Bay and Mtubatuba;
 - Heavy industrial development – aluminium smelting, pulp and paper and fertilizers;
 - Deep sea port of Richards Bay, which is situated at the mouth of the Mhlathuze River.

The entire coastline from St. Lucia up to the Mozambique border at Kosi Bay is a wetland sanctuary.

Figure: Quaternary Catchments



- The KZN Provincial Growth and Development Strategy (2011) has identified the Phongola- Mhlathuze WMA as stressed due to certain catchments being oversubscribed, namely, Phongola catchment in the north. However, a potential has also been identified as the Mfolozi catchment is identified as largely 'undammed'.
- The Mtubatuba Municipality falls under one primary catchment namely, the Umfolozi catchment and to a large extent, under one tertiary catchment code named W32. An important hydrological characteristic of the Mtubatuba Municipality is the fact that several water courses originate from the rugged highlands at the north western part of the Municipality. Under good catchment conditions, downstream flow at the eastern part would be regular and in large volumes.
- However, it is observed that environmental degradation due to poor land uses such as indiscriminate settlement, indiscriminate removal of vegetation and damage to wetlands have resulted in lower yields and diminished water flow in rivers and stream. It is observed that the rivers and streams appear to contain significantly less water in recent years than used to be the case in the past two to three decades.
- Wetland systems form one of the most important land features of the Mtubatuba Municipality, with the majority of settlement areas east of the Mtubatuba town at sea level and described as in wetland areas. In fact, iSimangaliso World Heritage Site is described as a system of swamps along the border of the lake, which act as "sponge" areas fed by water seeping through the dunes. These provide critical refuges to freshwater life when the lake salinity is particularly high. Within the context of a World Heritage Site, wetlands within the Mtubatuba region support high levels of biodiversity and eco-systems. However, the biological functions of wetlands are not limited to eco-systems functions. Wetlands also perform important functions, including flood attenuation and improvement of water quality due to the retention of sediments, nutrients and pathogens. This requires wetlands to be managed as part of a broader eco-system service sustainable development.
- The Mtubatuba Municipality has one large dam although this dam is under the management jurisdiction of authorities of the Umfolozi-Hluhluwe Game Park. However, given the general character of the topography, the Municipality has several isolated parcels of low lying land many of which give rise to several miniature intermittent pans and pools. These small water bodies serve as natural temporal water holding facilities after especially after heavy rainfall periods. In many cases, these water bodies serve as drinking troughs for small wildlife and livestock.

- The southern boundary of the Municipality and the Hluhluwe River which flows in a west-easterly direction at the northern section of the Municipality. Other rivers are shown in Map 10. Both rivers and associated streams currently play a significant role in the social and economic aspects of the Municipality.
- Conservation worthy areas characterise the most dominant land features within the Mtubatuba Municipality. Most of the biodiversity resources of the area are incorporated into the well-established protected areas under the management of the Ezemvelo KZN Wildlife. This ensures that the biodiversity resources pitched at the provincial level but found within the Mtubatuba Municipality enjoys appropriate conservation and protection.
- Mtubatuba Municipality is located within a region which is well recognized for its contribution to the conservation of biodiversity through the establishment of protected area systems. iSimangaliso World Heritage Site is one of the two (2) internationally recognised protected areas in KwaZulu-Natal. Its biodiversity functions in terms of promoting different and unique ecosystems with their forms ranging from microorganism to elephants are well recorded. The protected area systems within the region also include an equally recognised centre of protecting the provinces biological resources – Rhinos, etc. in the form of Hluhluwe-Mfolozi. Both of these protected areas are discussed in length in this document.
- The iSimangaliso Wetlands Park was listed as a World Heritage site on 1 December 1999, meeting three of the ten criteria of UNESCO, thus establishing its outstanding universal value:
 - Being an outstanding example representing significant ongoing ecological and biological processes in the evolution and development of terrestrial, fresh water, coastal and marine ecosystems and communities of plants and animals;
 - Containing superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance.; and
 - Containing the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation.
- iSimangaliso covers an area of approximately 358,534 ha that encompasses five major ecosystems and has a number of notable and diverse land forms. The Lubombo Mountains, in the west and the spectacular dune systems along an extended and largely unspoilt coastline, enclose the lake systems, consisting of two estuarine-linked lakes (St Lucia and Kosi) and four large freshwater lakes (Sibaya, Ngobezeleni, Bhangazi North and Bhangazi South). The uMkhuze and uMfolozi swamps contain swamp forest, extensive reed and papyrus wetlands,

which contrast with the inland western shores, formed from ancient shoreline terraces and consisting of dry savannah woodland.

■ The Park Authority has developed an Integrated Management Plan in line with the requirements of The World Heritage Convention Act, 1999 (Act 49 of 1999), read with the National Environmental Management: Protected Areas Act, 2003 (Act 57 of 2003). The IMP lays down minimum requirements and procedures for its adoption. The object of the IMP is to ensure the protection and management of the World Heritage site in a manner that is consistent with the objectives and principles of the governing Acts.

Areas Which Require Conservation

In terms of the Conservation Plan (C-Plan) that Ezemvelo KZN Wildlife has developed for the whole of KwaZulu-Natal Province, this plan, KwaMbonambi Hygrophilous Grassland (KZN9) found along the coastal sea belt, is classified as under threat is identified as an area that should be maintained in a natural state in order to ensure the continued existence and functioning of species and ecosystems and the delivery of ecosystem services.

The C-Plan identifies human settlement development taking place east of the Mtubatuba town in areas such as Khula Village, Dukukudu and Ezwenelisha as increasing pressure of irreplaceability to identified biological resources of conservation significance.

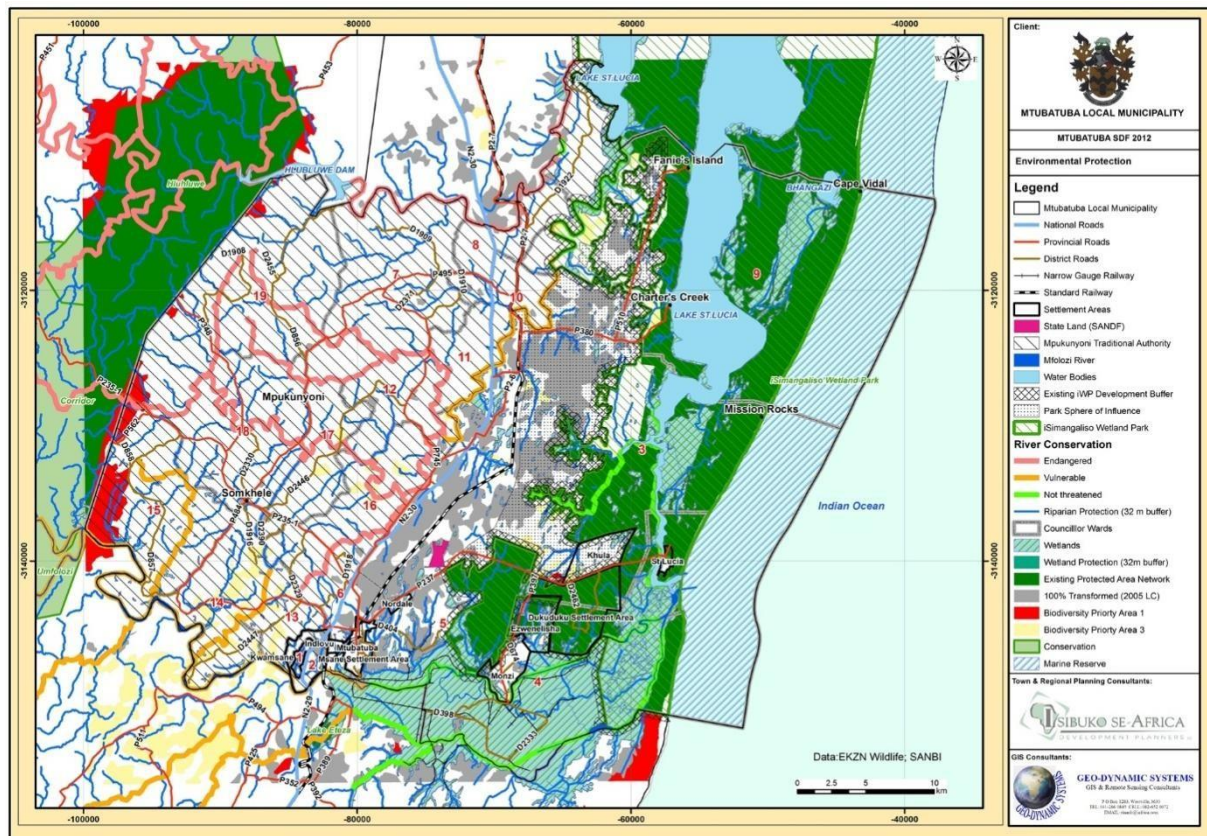
The map displays the ISimangaliso Wetland Park area in KwaZulu-Natal, South Africa. The park is situated along the coast, bordered by Mozambique to the north and Swaziland to the west. The map shows the park's location relative to major roads and rivers. The legend in the bottom right corner identifies symbols for roads, rivers, and wetland types. An inset map in the bottom left corner shows the location of the park within South Africa.

According to the Natal Museum, identified archaeological materials in the Mtubatuba Municipality are few because only one formal archaeological survey (for the Somkhele Mine) has ever been done in the area. These records therefore do not represent the full cultural heritage potential of the Municipality. Data from neighbouring areas, specifically the Hluhluwe-Umfolozo Nature Reserve and the iSimangaliso Wetland Park, are more detailed and they show that the region is rich in archaeological sites, from the Early Stone Age (up to 2 million years old) through to the Late Iron Age (which ended in this region around AD 1800). Nevertheless, there are no proclaimed archaeological sites (national or provincial landmarks) in Mtubatuba Municipality.

Cultural Sites

The Municipality has several cultural sites especially burial sites which may not be a particularly significant cultural heritage in the sense of an SEA. However, the one significant cultural site is the burial sites of the Kings of the Nomathiya clan located on the Western side of the Municipality.

Figure: Cultural Sites



Key Environment Characteristics Within the Municipality

➤ Mtubatuba Municipality has diverse environmental characteristics that either presents itself as opportunities or constraints to development. Although every aspect of the environment requires management, some elements within the environment require particular management attention due to either their vulnerability to land use changes and intensities, or their potential to supply goods and services on a sustained basis. The key environmental elements of interest are discussed below.

➤ These are relevant for their constraints to development particularly at the western part of the Municipality. Topography and slope have the potential to induce land degradation which in turn leads to worsening of especially rural livelihood opportunities. However, these factors also provide opportunities for development conservation based

economic activities as they provide significant aesthetically pleasing land features (wilderness experience). The rugged terrain areas of the Municipality are also major sources of many of the streams and rivers that traverse the area. These environments are therefore of key management interests for the Municipality.

- Geological formation of the Municipality provides opportunities for mining at different levels of intensity. The occurrence of economic mineralisation is sparsely distributed within the Mtubatuba Municipality. Coal resources are by far the largest mineral resource in the Municipality with Somkhele mine located at the south western part of the Municipality, reported to have one of the largest resources of open-pit mineable anthracite reserves in the country, at 23 million tonnes, with a further 23,000 hectares under exploration.
- Although there is little direct intervention approaches to curb climatic effects, indirect changes can be effected to minimise the climatic effects in the area. The key climatic effects triggered to a large extent by human activities in the region as a whole is increasing flooding and rampant bush fires that characterise the region in recent years. Flood prone areas and those areas potentially susceptible to devastating effects of bushfires need to be identified and emergency preparedness planned for the areas.

The Municipality has some areas of high biodiversity significance where species composition and diversity are considered to be rich. These areas require particular management so as to conserve the biodiversity of the area. Of major interest are those areas bordering the eastern borders of the Umfolozi-Hluhluwe Game Park which could provide opportunities for ecotourism benefits to the communities neighbouring the park. Also, of conservation interest are the biodiversity areas close to the iSimangaliso and St. Lucia Wetland Parks including the controversial Dukuduku forest, note is also made of the areas of total irreplaceability and biodiversity priority areas along Umfolozi- Hluhluwe, west of Siqokoma and Ntweni.

It is observed that poor land use is a major contributor to the loss of biodiversity in the Municipality. The identified biodiversity hot-spots in the Municipality will require cooperative governance between the Municipality and other conservation authorities to work together to manage the resources on a sustainable basis. The Municipality is a major source of fresh water in the region. In recent years, declining quantity of fresh water is observed in the rivers and streams of the Municipality as is the case generally in the country. Given that South Africa is a water stressed country, the water resources (including riparian zones) within the Municipality have to be effectively managed. Studies show that the water demand within the Umfolozi catchment within which the Mtubatuba Municipality falls by far exceeds the available supply.

- A few cultural resources of local significance are located in the Municipality. By law, municipalities are expected to participate in the management of all heritage resources

within their area of administrative jurisdiction. Thus one of the major tasks of the Municipality is to be familiar with the location of these resources and provide oversight functions to ensure the safety of the heritage resources.

Land capability of the Mtubatuba Municipality is theoretically significantly high. Only an estimated 20% of the total land area of the Municipality has land with minor limitations to agricultural production. The remaining 80% is either not arable or has severe limitations to agriculture. Unfortunately, the limited land for agriculture is decimated by extensive settlement and other land uses. Currently, it appears that commercial agriculture is not a viable land use option for a development programme can be targeted.

Figure: Table Showing Biodiversity Summary for Mtubatuba Municipality

BIODIVERSITY SUMMARY FOR MTUBATUBA LM				
TRANSFORMATION	TERRESTRIAL ECOSYSTEM			
Areas remaining	Biomes		Threatened Terrestrial Ecosystems	
Areas where no natural habitat remains -	Indian Ocean Coastal Belt	47521.8ha (95.72%)	Critically Endangered (CR)	
PROTECTED AREAS	Savanna	2113.3ha	Kwambonambi Hygrophilous	23.2ha (0.05%)
iSimangaliso Wetland Park	Vegetation Types		Endangered (EN)	
	Freshwater Lakes	54.1ha	Dukuduku/St Lucia Grasslands	3449.4ha
FRESHWATER	Mangrove Forest	333.9ha	KwaZulu-Natal Coastal Forest -	148.1ha (0.3%)
Water Management	Maputaland Coastal	37108.6ha	Mangrove Forest - FOa 3	328ha (0.66%)
USUTU TO MHLATHUZE	Maputaland Wooded	6464.1ha		
Rivers	Northern Coastal	3119.3ha	Vulnerable (VU)	
Mfolozi; Msunduzi;	Subtropical Coastal	257.4ha	Maputaland Wooded Grassland	346.8ha (0.7%)
Wetlands	Subtropical Dune	17ha	Swamp Forest - FOa 2	63.9ha (0.13%)
741 covering 9822.1ha	Subtropical Seashore	52.4ha		
COASTAL & INSHORE	Swamp Forest	72.2ha		
N/A	UMkhanyakude Coastal Thornveld	2068.9ha (4.17%)		

3.3 ENVIRONMENTAL SWOT ANALYSIS

Figure: Compilation of Mtubatuba LM's Environmental Status Quo ito of (a) Constraints, Weaknesses, and issues, (b) Strengths and Opportunities, and (c) Management Priorities

Coastal & Estuarine Environments	Coastal Zone - the area comprising coastal public property, the coastal protection zone, coastal access land and coastal protected areas, the seashore, coastal waters and the exclusive economic zone and includes any aspect of the environment on, in, under, and above such areas. Estuaries - a body of surface water that is part of a watercourse that is permanently or periodically open to the sea, or in which a rise and fall of water level as a result of the tides is measurable at spring tides when the watercourse is open to the sea or in respect of which the salinity is measurably higher as a result of the sea's influence	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<p>High environmental sensitivity to development and other forms of anthropogenic pressures.</p> <p>Disruptions in terrestrial and wetland processes will also disrupt estuary and coastal processes.</p> <p>Water bodies (estuaries) at the lower reaches of catchments and therefore prone to reductions in freshwater flows, eutrophication and unfavourable levels of turbidity.</p> <p>No established estuary or coastal management forums. Local communities poorly educated, rural and poverty stricken, highly dependent on the natural resources.</p> <p>Damaged hydrological functioning of St Lucia Estuary due to artificial diversion of Mfolozi River.</p>	<p>World Heritage Site, Ramsar and Marine Protected Area status.</p> <p>International collaborations and conventions for conserving these environments.</p> <p>Formulation of the iSimangaliso Global Environmental Facility</p> <p>Project (iSimangaliso Wetland Park Authority, 2011b).</p> <p>Enabling legislative framework for protection and sustainable use.</p> <p>Political support for sustainable utilisation.</p> <p>Official management bodies (iSimangaliso Wetland Authority & EKZNW) and historically effective Implementation of management</p>	<p>The iSimangaliso Wetland Park is a World Heritage Site.</p> <p>Environmental Management efforts must ensure that this status is maintained and supported. IMP for the Park to be adopted and integrated into the EMF.</p> <p>iSimangaliso Wetland Park Authority to comment on any development within the park's Zone of Influence.</p> <p>Ensure sustainable utilisation of resources for future generations.</p> <p>Reduce high concentrations of suspended inorganic sediments (not turbidity).</p> <p>Increase the volume of freshwater inflow into the four estuaries.</p>

<p>Regular and prolonged closure of St Lucia Estuary mouth.</p> <p>Situated in a region that experiences periodic tropical cyclones and floods.</p> <p>Poor catchment management of Mfolozi.</p> <p>High density of alien plants and commercial forestry in catchment (reduced freshwater flows into estuarine systems).</p> <p>Overgrazing from cattle and goats in the estuarine functional zone.</p> <p>Oligotrophic seawaters have limited productivity for commercial harvesting.</p> <p>Situated adjacent to major shipping route.</p> <p>Limited quantification and knowledge of the value of ecosystem services accrued by the coastal-marine environment.</p> <p>Commercial harvesting of fish in estuaries.</p> <p>Far from harbours to facilitate naval presence and policing of coastal waters.</p> <p>Poor performing WWTWs.</p> <p>Sandy soils and high water table, increases risks of water pollution/eutrophication.</p> <p>Ecological water requirements not determined for</p>	<p>measures (good enforcement and co management record).</p> <p>Presence of skilful environmental experts in the province to advice management.</p> <p>Large volume of literature on the environment.</p> <p>Outstanding example representing significant on-going ecological and biological processes in the evolution and development of terrestrial, freshwater, coastal and marine</p> <p>Ecosystems and communities of plants and animals (one of the criteria that gave the area World Heritage status).</p> <p>Superlative natural phenomena and areas of exceptional natural beauty and aesthetic importance. One of the criteria that gave it World Heritage status.</p> <p>Contains important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation (one of the criteria that gave the area World Heritage status).</p> <p>High biodiversity.</p> <p>Diverse ecosystems and habitats.</p> <p>Breeding populations of threatened species</p>	<p>Development of an estuary management forum. Restoration of the health of St. Lucia Estuary.</p> <p>Quantify the ecological reserve needed by each estuary to ensure adequate and sustainable functioning.</p> <p>Ensure adequate estuary mouth management aimed at restoring nursery and hydrodynamic functioning.</p> <p>Ensure that nutrient concentrations do not exceed</p> <p>Ensure adequate estuary mouth management aimed at restoring nursery and hydrodynamic functioning.</p> <p>Ensure that nutrient concentrations do not exceed unfavourable levels.</p> <p>Ensure minimal development and only eco-friendly, low density, low impact developments (e.g. bird hides, board walks).</p> <p>Support environmental & ecological monitoring. Enhance diversity, restore mangrove forest, nursery and estuary function.</p> <p>Holistic and efficient management aimed at ensuring the maintenance of healthy sandy beaches, rocky shores and</p>
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<p>Kosi & Mgobezeleni Estuaries.</p> <p>Limited knowledge on the hydrology of Kosi Estuary.</p> <p>Insufficient estuarine and coastal ecological monitoring.</p> <p>Increasing tourism impacts on the coastal environment and coral reefs.</p> <p>Dukuduku development within iSimangaliso's Zone of</p> <p>Influence. Loss of sensitive habitat due to dependence of community on natural resources.</p>	<p>(turtles, estuarine birds etc.).</p> <p>Situated in a biogeographic transition zone.</p> <p>Highest and oldest vegetated coastal sand dune cordon in the world.</p> <p>Largest estuarine system on the African continent. Important fossil deposits of estuarine & marine organisms on the western shores of St Lucia Estuary.</p> <p>High value of ecosystem services (natural resources, fishnursery function, protection of fish spawner biomass, carbon sequestration).</p> <p>High eco-tourism value and potential (diving, fishing, bird watching etc.).</p> <p>Pristine clear-water beaches with limited debris.</p> <p>Favourable year-round climate.</p> <p>Accessible</p>	<p>coastal dunes.</p> <p>Delineation of coastal setback lines.</p> <p>Southwards extension of Maputaland Marine Protected Area.</p> <p>Offshore extension of marine protected area.</p> <p>Mitigate offshore oil spills when they occur.</p> <p>Mitigate the impacts of ships wrecking.</p> <p>Renew or maintain beaches to pristine state with zero Pollution.</p> <p>To attain a balance between ecological needs and tourist preference.</p> <p>Renew awareness of the problems of dune trampling.</p> <p>Holistic and efficient management aimed at ensuring the maintenance of healthy reefs.</p> <p>Ensure that nutrient concentrations inshore do not exceed unfavourable levels.</p> <p>Ensure that Ragged-tooth Sharks are not disturbed significantly while gestating at Quarter Mile Reef.</p> <p>Minimise levels of disturbance on reefs.</p> <p>Monitor extent of coral bleaching.</p>
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		<p>Protection & maintenance of populations of key species.</p> <p>Continue monitoring of breeding turtle populations.</p> <p>Manage alien invasive species to ensure no displacement of indigenous species and safe guard ecosystem functioning and processes. Conservation of indigenous species.</p> <p>Paradigm shift in attitudes on keeping fish. Encourage catch and release. Quantify the economic value of marine ecosystem services and resources</p>
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MINING	The process or business of extracting ore or minerals from the ground	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<p>The occurrence of mineralisation is sparsely distributed across the uMkhanyakude district.</p> <p>Surface water pollution (e.g. contaminated runoff). Groundwater pollution.</p> <p>Air pollution (e.g. dust).</p> <p>Absence of / inadequate rehabilitation.</p> <p>Capacity to identify requirements and obligations in terms of NEMA, Mineral and Petroleum Resources Development Act (Act No. 28 of 2002), National Water Act (Act No. 36 of 1998) and National Environmental Management: Biodiversity Act (Act No. 10 of 2004) (amongst others).</p>	<p>The Somkhele Coal Mine has one of the largest reserves of open-pit anthracite in the country.</p>	<p>Coordinated compliance monitoring and enforcement of mining activities.</p> <p>Mapping of mineral resources and areas set aside for prospecting.</p> <p>Establish rehabilitation specifications for mined areas. Mining activities for high priority mineral deposits.</p> <p>Implementation of Integrated Water and Waste Management Plans.</p> <p>Compliance of mining activities with authorisation conditions.</p>

PLANNING & DEVELOPMENT	Spatial Planning = planning process that is inherently integrative and strategic, takes into account a wide range of factors and	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<p>Private land transactions with the local traditional council leaders without any development approval (particularly high negative impacts when occurring inside the iSimangaliso Wetland Park World Heritage Site).</p> <p>Sustainability of successfully claimed land.</p> <p>Dysfunctional spatial form with low density rural sprawl complicates access to services and employment.</p> <p>Poor condition of the roads within the district hampers access and economic development.</p> <p>Disparate development in the vast areas that fall under traditional leadership in UKDM.</p> <p>Land that is subject to competing forces, where opposing parties have different requirements for the utilisation of the land.</p> <p>Lack of implementation and ad hoc implementation. Significant areas under land claims.</p>	<p>Comprehensive spatial, economic and social planning in the district and its local municipalities with unified goals and objectives.</p> <p>Investment in the district promoted through the LSDI. The district has been prioritised by both national and provincial government.</p> <p>The district has the opportunity to use the shift in population from rural areas to small towns to ensure effective service delivery and improved access to services and facilities.</p> <p>Opportunity to use the myriad of funding mechanisms to ensure sustainable development and job creation.</p>	<p>The District's EMF has considered the SDFs. It is therefore imperative that the EMF to be integrated into the SDFs.</p> <p>UKDM's corridor strategy rests on the strengths of the district in terms of its economic advantages based on (1) location and (2) the two main sectors of economic activity, namely agriculture and tourism.</p> <p>Need for MOA's to be signed with the Ingonyama Trust Board in terms of land development. Environmental Education Programme to be implemented that specifically targets the Traditional Leaders in the district.</p> <p>Opportunity for Community Conservation Areas to be explored through planning mechanisms.</p> <p>Maintain working relationships between the various spheres of government to ensure a collaborative effort to conserve UKDM's protected areas and their adjoining buffer zones, through prudent planning.</p>

3.4 STRUCTURING ELEMENTS

The major structuring elements of the Mtubatuba Municipality are the Mfolozi River along the Southern boundary (shared with Mfolozi Municipality), the Nyalazi River (centrally located), the Indian Ocean/iSimangaliso Wetlands Park, the N2 as well as R617 from St Lucia to KwaNongoma (east-west linkage), and a number of provincial roads within the Mpukunyoni Traditional Council area.

The Municipality consists of a number of urban settlements of KwaMsane, St Lucia and Mtubatuba as well as rural settlements within the Mpukunyoni Traditional Council. Settlement Pattern Mtubatuba Municipality is predominantly rural in character with the majority of the land being part of Ingonyama Trust Land. Settlement pattern occurs in the form of expansive rural settlements scattered unevenly in space. The development in most of the area is typically traditional i.e. a scattered settlement pattern with an absence of a strong nodal hierarchy. Uneven topography, membership of the community and traditional land allocation practices are the major factors that shapes settlement pattern. Hluhluwe/Mfolozi Game Reserve also has a major impact on the spatial structure of the area.

Current land use patterns have evolved in response to the settlement pattern, the natural environment and regional access routes and reflects the rural nature of the region within which Mtubatuba Municipality is located.

Major land uses in the area include the following:

- Residential use which occurs in the form of urban areas of Mtubatuba CBD,
- St Lucia and KwaMsane and expansive rural settlements in the Mpukunyoni Traditional Council.
- Grazing land located between the settlements.
- Conservation and tourism area in the form of Hluhluwe-Mfolozi and iSimangaliso Wetland Parks.
- Mining.

Residential use occurs in the form of formal townships/suburbs such as Riverview, Nordale, St Lucia and KwaMsane, and homesteads (Imizi) which are spread unevenly and unsystematically in space throughout Mpukunyoni Traditional Council area.

Homesteads are allocated land following the traditional land allocation system implemented under the stewardship of local Induna with the neighbours as witnesses. Allocations vary significantly with each allocation assumed to be enough to accommodate dwelling units, a kraal and some crop production.

Car ownership is a relatively high and in some rural areas a new phenomenon and not all households need regular direct road access.

Grazing land occurs in the form of large tracks of vacant land located between different settlements. None of this is properly developed as grazing land. Its carrying capacity has not been determined. As such, grazing is not controlled nor managed in accordance with the norms and standards for grazingland. This could be ascribed to the fact that livestock farming is undertaken on subsistence basis. The number of livestock each household is allowed to keep is not controlled. Consequently, the land is overgrazed and its condition is fast deteriorating. The land is also under pressure from settlement and expansion of mining operations in the Mpukunyoni area.

3.5 CONSERVATION AND TOURISM

This Park was first proclaimed as a conservation area in 1895 and subsequently as the Hluhluwe Game Reserve on 1897. The Corridor was known by this name because it constituted a corridor zone between the Hluhluwe Game Reserve and the Umfolozi Game Reserve through which the road from Mtubatuba to Nongoma passes. It was formally proclaimed as the Corridor Game Reserve in 1989. On the other hand, iMfolozi Game Reserve was first proclaimed as the Umfolozi Junction Reserve 1895 and subsequently as the Umfolozi Game Reserve in 1897. Subsequent amendments were detailed in a series of proclamations with the last one being in 1962.

The park lies some 20km northwest of Mtubatuba, between 27 59' 55" and 28 26' 00"S, and between 31 41' 40" and 32 09' 10"E.

Hluhluwe-Imfolozi Park is trisected by three main watercourses, the White Umfolozi River, the Black Umfolozi River and the Hluhluwe River with its main tributaries the Mansiya, the Manzibomvu and the Nzimane Rivers.

The purpose of the park is to contribute to the achievement of provincial and national nature conservation objectives and targets, as a component of the national protected area system.

3.6 ISIMANGALISO WETLAND PARK

Amongst the many objectives of the Act, as set out in Section 3 dealing with the cultural and environmental protection of the World Heritage Site, a specific objective of the Act is to “promote empowerment and advancement of historically disadvantaged persons in projects related to World Heritage sites”.

At the very least, the project area borders on the iSimangaliso World Heritage site. It appears from a perusal of Annexure 1 to Government Gazette Notice 4477 of 24 November 2000, which established the Heritage site and the authority that components of the project area are actually in the Heritage site.

In addition to the Act and establishment Notice there are also regulations in connection with the park published in Government Notice 21779 of 24 November 2000.

Furthermore, there is a management agreement between the Park authority, the KwaZulu-Natal Nature Conservation Board and the KwaZulu-Natal Tourism Authority which was ratified by the Department of Environmental Affairs and Tourism on 31 October 2002. Isimangaliso Wetland Park: The estuary is the largest in Africa and boasts, among other attractions, the world's largest forested sand dunes, which reach up to 180 m (600 feet).

Swamps along the border of the lake, and "sponge" areas are fed by water seeping through the dunes; these provide critical refuges to freshwater life when the lake salinity is particularly high. The park consists of five individual ecosystems. These ecosystems function totally independent yet fully integrated with each other.

An Integrated Management Plan (IMP) has been prepared for both Hluhluwe-Imfolozi and Isimangaliso Wetland parks.

3.7 COAL MINING OPERATIONS

Somkhele coal mine is located approximately 20km west of Mtubatuba along R618. It is located in Somkhele area and covers approximately 780ha of land. The prospecting company has been granted further areas 4 and 5 covering 23,027ha.

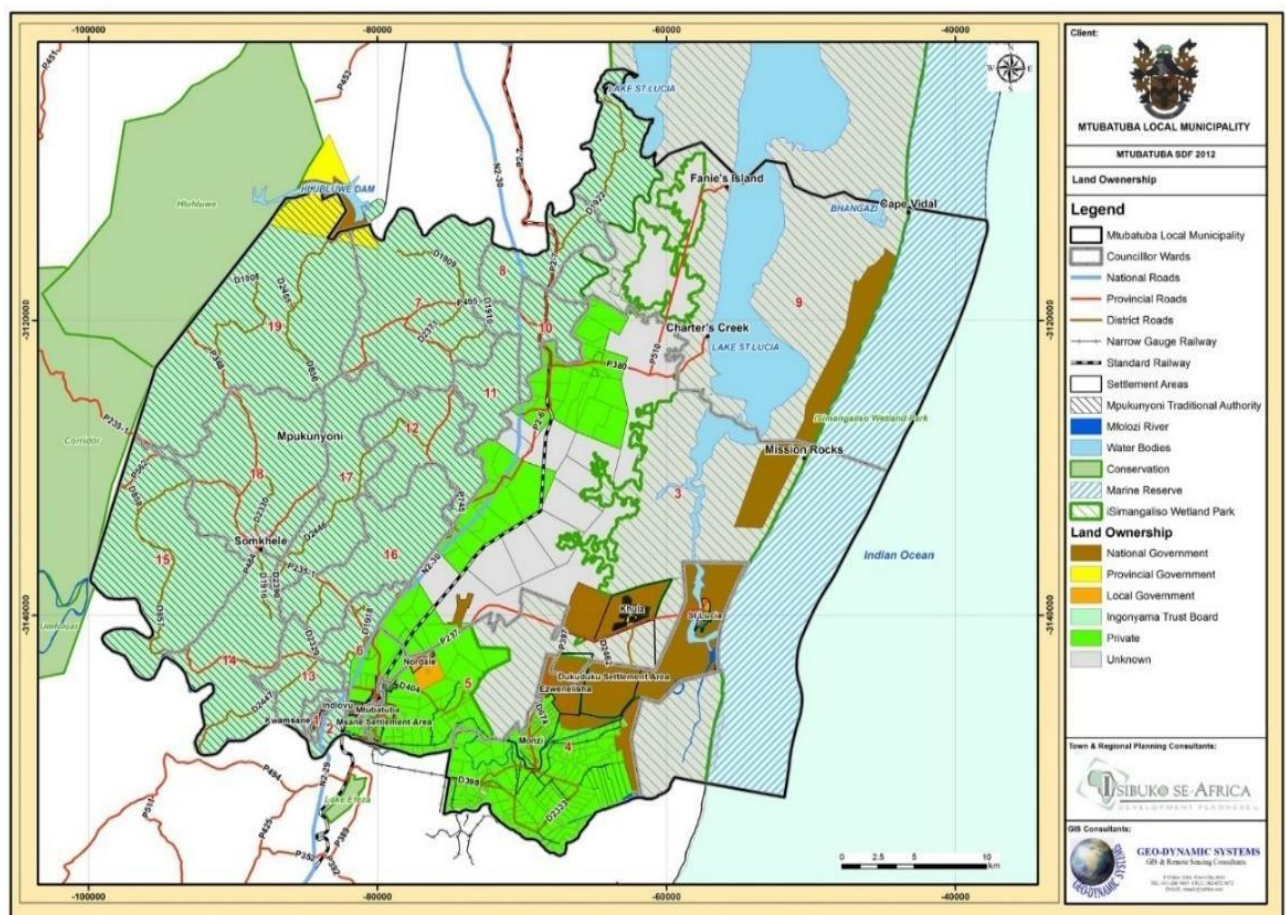
Opening of the coal mine has had profound spatial impact in the area. These can be summarised as follows:

- Relocation of households located within the blasting zone to other settlements within Mpukunyoni.
- Opening of new access roads.
- Net reduction of grazing land.

3.8 LAND OWNERSHIP

As mentioned above that the Mtubatuba Municipality is predominantly rural, which means the majority of the land is administered by the Ingonyama Trust Board through the Mpukunyoni Traditional Council.

Figure: Map Showing Land Ownership

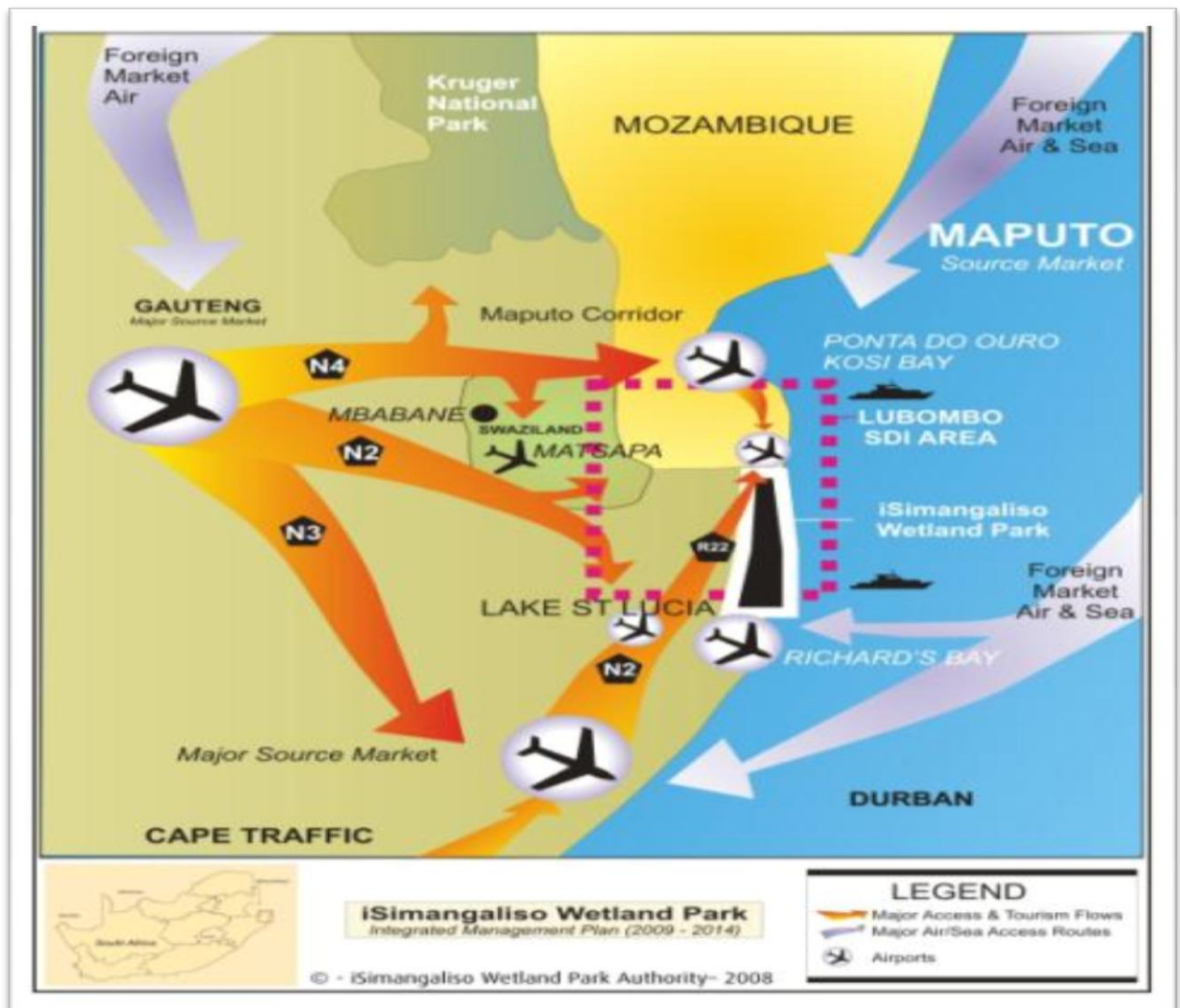


The remaining land (a small portion) is privately owned, state owned, and land held under Trust (for example, the Dukuduku Trust).

3.9 LAND REFORM

3.9.1 Land Restitution

With the introduction of the new Constitutional dispensation in 1993, and the subsequent enactment of the Restitution of Land Rights Act, No. 22 of 1994, an opportunity was created for communities or individuals to reclaim land rights lost as a result of the segregationist and apartheid policies.



Dukuduku is the subject of a land claim and a Government Gazette notice regarding this claim has already been issued. The claim has not been settled although there have been negotiations between the interested and affected parties including representatives of the

land claimants (supported by the Association for Rural Advancement (AFRA)), iSimangaliso and the Regional Land Claims Commissioner.

A voluntary association has been formed to represent the claimants in the negotiations and this association must be included in all structures and initiatives dealing with the claim going forward. It is understood that the claimants are basically divided into two principal groups - those that reside on the claimed land (including in the Dukuduku State Forest) and those residing outside the project area. Implementation of the land reform programme in Mtubatuba occurs as follows:

- Dukuduku forest which is subject of the resettlement programme;
- The Department also provides support and assist current land reform project near Monzi, Phumasingene Co-operative Limited, on the farm Mybie, which is a sugar cane farming project;
- Isimangaliso Wetlands Park land restitution claims, both of which have been resolved; and
- Hluhluwe-Imfolozi Land Restitution Claim filed by Mpukunyoni Community.

The Dukuduku State Forest is more than 13,200 hectares, and it is located in northern KwaZulu- Natal, between the towns of Mtubatuba and St Lucia.

A portion of Dukuduku State Forest comprising of un-surveyed 10,125 ha, including the Umfolozi Swamp State Forest forms part of the Greater St Lucia Wetland Park (Wetland Park); although this portion is not part of the area that has been listed as a World Heritage Site by UNESCO. The Mtubatuba – St Lucia Road (R618) is the main economic corridor in the Khula – Dukuduku region, offering services in the form of transport and trade opportunities for local residents.

The route is however, of prime socio-economic importance, to the iSimangaliso World Heritage Site, a site given this accreditation due to, amongst other principles, the “sense of place”.

As such, it is important that such sense of place is not compromised through development options being exercised at a local level without an understanding of the cumulative impact on the entire route. Further to the above, it should be noted that the Mtubatuba – St Lucia road (P237) is presently, a significant “divide” between forested areas to the north of the road (by extension the Western Shores region) and those relic forest patches to the south (within the Dukuduku district and the Futululu forest). Any further development

intended for the corridor should thus avoid “widening” of this divide through removal of canopy and establishment of increased hardpan within the divide.

Since the early 1990s, circumstances arising from pressure on the land in the Mtubatuba and St Lucia area resulted in a major influx of people who settled illegally in the Dukuduku forest area. Up to 3,000 families have been resident there. National and Provincial government jointly agreed on 14 December 2006 to appoint a Task Team to review the State’s position in respect of Dukuduku and set out options to Government, including the associated implications and actions to inform its decision in resolving the Dukuduku situation.

This Task Team recommended that the most effective solution would be to:

- Formalize the Dukuduku settlement in situ with limited relocation of households from the sensitive Umfolozi Floodplain and St Lucia estuary;
- Improved protection of Futululu State Forest, being the last remaining patch of coastal lowland forest; and
- The maintenance of a green belt between the proposed settlement and access road to the World Heritage Site area. Mtubatuba Municipality is currently implementing the Dukuduku Corridor Plan, through funding received from the Kwa-Zulu Natal COGTA.

3.10 LAND CAPABILITY

3.10.1 Land Classification

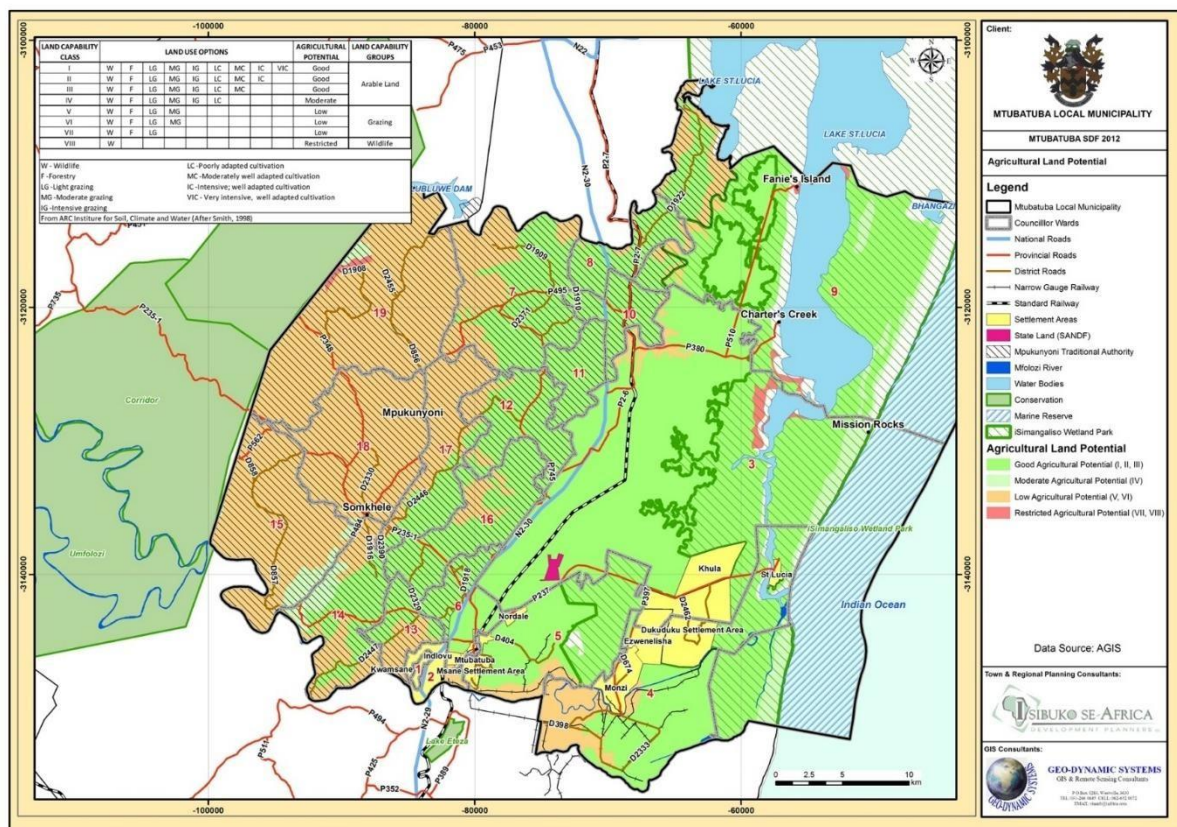
Mtubatuba Municipality occupies approximately 1 972 km². Of this coverage, approximately 165600 ha of the Municipality is considered to be of good to high agricultural potential. The areas of good agricultural potential land occupy mostly the eastern strip of the Municipality from the Mfolozi River in the south (around Kwamsane and Mtubatuba) to the edges of the Lake St Lucia in the north. However, the current available good agricultural land is decimated by settlement especially along the flat and more productive land along the N2. Distribution of agricultural land in the Municipality

Large scale soil erosion and land degradation that occurs in the Municipality is a major factor that has the potential to reduce the land potential for rural agricultural development. Effectively, available land for agricultural production is probably still sufficient to engage in commercially viable fully-fledged agricultural development programme in the Municipality.

3.10.2 Agricultural Activity

Given that agriculture is the principal economic activity in the Municipality and the source of livelihood for majority of households, activities that tend to limit agricultural land has the potential to impact negatively on the very sources of livelihood for majority of the people. Settlement planning and proper land management are important to ensure that good agricultural land is not diminished further. It should also be emphasized that due to the limited land available for an economically feasible agricultural development in the rural western section of the Municipality, attention should be paid to those agricultural activities that are sustained on relatively small land parcels but yielding economically viable returns.

Figure: Agricultural Land Potential



There are development pressures presenting themselves, evident in the interest being shown by retail developers to locate super-market stores in the area as well as other commercial, warehousing, production and residential opportunities. There are a number of private sector driven initiatives which include but not limited to, the new Pick 'n Pay shopping complex, the Mtubatuba Mall and other shopping complex such as Shoprite

etc. There are a number of PDA Applications which include the proposed New Health Facility (Mtubatuba Private Hospital) etc.

It is also evident that, with the overpass over the N2 along the road linking Mtubatuba to Hlabisa and the game parks (Umfolozu and Hluhluwe) constructed and the new Bhoboza overpass, new development opportunities are likely to arise. These circumstances have pre-empted the revision of the Spatial Development Framework in order to accommodate the growth and development pressures.

A growing number of accommodation units and establishments are occurring within the formal farming areas, within or proximate to farm homesteads, opportunities being taken to extend and diversify the economic base of the agricultural sector.4.11.

Development Nodes

Mtubatuba CBD is located in the eastern part in respect of its municipal area and is well connected by virtue of the R618 (P237-1) linking it to Hlabisa and Nongoma and St Lucia to the north east. The town has structure and form as it has services appropriate for an urban area as it has tarred roads, sewer system, refuse removal system and the like.

The R618 (P237-1) and the N2 are the primary transportation routes through the area with the other roads being in reasonable to poor condition due to the gravel roads. The town serves as a service and economic hub for the whole of Mtubatuba Municipality and provides location for major services such as local municipality offices, government offices, shopping facilities, banking facilities etc.

Incipient nodes have developed in selected areas such Somkhele along R618 and Mfekayi along the N2, Dukuduku along R618(P237-1). At present, these serve as areas for the location of low order facilities community-based facilities. They have limited influence in the spatial structure and settlement pattern within Mtubatuba Municipality.

In the Mtubatuba Municipal context the following types of nodes are found:

Primary Node: - where major activities such as town centre, main taxi/bus rank, clustering of government offices, markets etc. are found and usually located along major roads. This is a node where the majority of the Municipality's citizens conduct business e.g. Mtubatuba Town.

Secondary Node: - where second level of activities are found such as mini shopping centres, market stalls, mini factories, sub-regional taxi rank, health facilities, schools, minor liquor centres etc. in this case St Lucia, Somkhele Node etc. is a typical example.

Tertiary Node: - where there are a few activities such as satellite offices, local shops, satellite taxi ranks, skills centre, trading centres, mobile clinics etc. in this case Mfekayi/Zamimpilo Nodes.

Quaternary Node: - this is a very low level where there are taxi pick up points, a community hall, small local shop, mobile clinics, etc. in this case Khula Node (Dukuduku Forest), and areas in Mpukunyoni Traditional Council.

The existing hierarchy of settlement is determined using composite functional index method of a settlement is assessed based on the presence and number of the following types of facilities/activities in the settlement:

- Educational facilities and Health facilities
- Transportation facilities
- Physical infrastructure facilities
- Market and Businesses etc.

3.10.3 NODAL ANALYSIS

PRIMARY NODE - MTUBATUBA

Mtubatuba Primary Economic Development and Investment Node, including Nordale, Kwamsane, Msane and Riverview, the planning for which aims at residential, commercial, industrial and services densification and rationalisation. Included is a hierarchy of linkages for the safe and efficient movement of people and to ensure the appropriate location for local economic development and growth in keeping with the principles of the DFA.

As described above, this node is contained within a defined Urban Edge which records the limit of infill and extended development of the node for the next 20 years. Provision is also made for the consolidation and expansion of the existing Mtubatuba Central area in a north–south linear direction to link up with the mixed use corridors astride the provincial main roads through the central area from the northern and southern intersections with the N2. There are a proposed land release programme, highlighting the most important areas for development in the short- medium- and longer-terms.

SECONDARY NODE - ST LUCIA (TOURISM)

This is a predominantly residential /tourist / recreation, centred in the existing town of St Lucia as the primary gateway and entry point to the Park and with additional development areas to the north and recreational access to the beach area and estuary flanking the town.

This node acknowledges, not only the existing land-locked town of St Lucia, but also indicates planning that could take place, coordinated with the Park, for the development of the Remainder of Erf 321, north of St Lucia town.

The Rem of Erf 321, which is in the ownership of the Municipality, is situated within the Park area, but is zoned in the St Lucia Town Planning Scheme for conservation, residential, recreational and tourist purposes as a hinterland for development for the town of St Lucia. There is an urgent need to develop a prescient plan and development guidelines in this town so as to unlock the its potential.

SOMKHELE NODE

Somkhele is an incipient node located along R618 approximately 10km from the N2 towards Hluhluwe-Imfolozi Park and 13km to Mtubatuba Town. This node is located along R618(P237-1) a Primary Corridor in terms of Mtubatuba SDF.

The node is developed with the following facilities:

- A clinic
- Taxi rank
- At least two local convenient shops
- Schools
- Church.

OTHER CRITICAL LAND USES FOUND IN CLOSE PROXIMITY TO THE NODE INCLUDE THE FOLLOWING:

- Africa Centre & Traditional Court which is 1.3km away
- Somkhele Anthracite Mine.
- Rural settlements that makes use of the public facilities

Somkhele is located on Ingonyama Trust Land and has emerged organically. It has not benefitted from formal land use or spatial planning. The key challenge is to establish spatial structure to guide future allocation of land and evolution of land use.

MFEKAYI / ZAMIMPILO NODE

Mfekayi Node is located along the N2 which is identified at both national and provincial level as a development corridor. It is strategically located to capture and benefit the passing traffic. Although the node is currently limited to Mfekayi, non-settlement development occurs in the form of incipient nodes at key road intersections along the N2. This includes Mfekayi and Zamimpilo. Taking this into account, land uses within this node includes the:

- Zamimpilo Arts and Craft Centre and a Tourism Information Centre
- A number of isolated informal markets. ➤ Schools
- Community Hall
- Church
- Local convenient shops

Similar to the other emerging nodes within Mtubatuba Municipality, Mfekayi has developed organically without the benefit of formal town planning. Planning for the future development of the area should take into account the requirements of South African National Roads Agency (SANRAL) given its location along the N2. This includes issues such as public and vehicular safety, current land use pattern and specific needs of various (tourists, truck drivers, general public, etc.) N2 road users. This node has potential to develop strong tourism orientation.



KHULA VILLAGE / DUKUDUKU FOREST

Emphasis is on a traditional way of life with residential, small - scale agricultural and horticultural, tourist and services provision for the local / tourist markets. To the west of the residential area is a valuable drainage and sensitive ecological area, already fenced into the Park, which area is the subject of a proposed land swap with the Park to provide an important and permanent link for the Park to Futululu.

Monzi Node, includes the secure and fenced agricultural small holdings of Monzi and Monzi Park, as well as Monzi Ridge residential area, the farm workers' compounds, services and limited shopping area, a farm school and clinic, a landing strip and caravan park/resort. The Dukuduku Re-settlement Project as a provincial development initiative includes the existing informal settlement of the Dukuduku Forest, the existing settlement of Khula Village and the partially developed and settled (some informally) Ezwenelisha.

3.10.4 AGRICULTURAL SECTOR

The agricultural sector is one of the thriving and active sources of local employment. In the main sugarcane, timber plantations and pineapple production are dominant within

agricultural industry. It is nevertheless disturbing to note that, White commercial farmers still control more than 90% of agricultural activities. There is an opportunity within the traditional authority areas of improving agricultural activities. However, the small scale and poverty alleviation approach towards supporting rural entrepreneurs and farmers has drastically undermined and trivialized the potential of these areas.

It is noted that, the municipality had no plan whatsoever of addressing these socio-economic ills and imbalances within the sector. Again, as you engage the individuals working within the sector they lack agri-business experience and yet they are also meant to be the advisors of the rural farmers. Undoubtedly, the sector will continue to grow and develop for the White farmer while Black Africans remain in the periphery and spectators in the presence of their educated brothers and sisters.

3.11 SPATIAL AND ENVIRONMENTAL SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<p>N2 national and provincial corridor. Association with iSimangaliso Wetlands Park and the tourism activities anchored around this resource. Natural environment worthy of conservation.</p> <p>Strategic location within the elephant coast and UMkhanyakude tourism region which is renowned for eco-tourism and Zulu heritage. Well defined processes and procedures for land management and allocation of land rights. Significant areas with good agricultural potential with the majority of them being used productively. Municipal authority to undertake spatial planning within its area of jurisdiction. District and provincial support including the availability of the Development Planning Shared Services (DPSS). Sugar cane processing plant.</p>	<p>Settlement and other non-conservation related uses taking place in environmentally sensitive areas such as Dukuduku Forest. Increase in the number of informal and unplanned settlements some of which occurs on environmentally sensitive areas. Poor local road infrastructure with some of the areas being almost inaccessible. Lack of a coherent spatial structure with the poor residing in far flung areas from employment and other urban opportunities. Poverty and underdevelopment (poor access to basic services and public facilities) concentrated mainly in Mpukunyoni area.</p> <p>Lack of a structured engagement between the Municipality and traditional leadership in dealing with issues of spatial planning and land allocation. Lack of sufficient internal capacity (planning department is grossly understaffed) to undertake effective spatial planning.</p>
OPPORTUNITIES	THREATS

<p>Eco-tourism activities and the associated routes</p> <p>N2 national/provincial corridor and trade route which carries both local and passing traffic.</p> <p>Location in relation to iSimangaliso Wetlands Park, and the surrounding eco- tourism</p> <p>Role of Mtubatuba Town within the district and northern KwaZulu-Natal generally. Regional access and connectivity along</p>	<p>Poor catchment management upstream which may potentially affect the quality of the environment in Mtubatuba.</p> <p>Impact of changes in weather patterns on agriculture, conservation, etc.</p> <p>Impact of global economic slow-down on investment and development in Mtubatuba.</p> <p>Development and investment in the Neighbouring municipalities such as Mbonambi and Big Five False Bay.</p>
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Both north-south and east-west axis. Provincial and district support in terms of both spatial planning and the associated technical support including Development Planning Shared Service (DPSS) and Geographic Information Systems (GIS). Structures responsible for conservation and planning that operate within Mtubatuba. Operational challenges facing the Development Planning Shared Service Centre.

Disaster Management Plan 2020/2021



Ukuvikela Izinhlekelele Kungumsebenze Wethu Sonke

Disaster Risk Management is
Everybody's Business

“IT WAS NOT RAINING WHEN NOAH BUILT THE ARK”

Introduction

The Disaster Management Sector Plan is a core component of the Integrated Development Plan (IDP). Section 26(g) of the Municipal Systems Act No. 32 of 2000 requires the municipal IDP to reflect an applicable Disaster Management Sector Plan (DMSP). Furthermore, Section 53(2)(a) of the Disaster Management Act No. 57 of 2002 stipulates that a disaster management sector plan for a municipal area must form an integral part of the Municipality's IDP. Hence, this document is prepared to mainstream disaster management into the municipal IDP, to ensure compliance with the above-mentioned legislations.

Background

The municipal Integrated Development Plans (IDPs) are reviewed and updated annually to ensure relevance. Each unit, sector or municipal entity is required to give its input to a broader IDP to be implemented during a particular financial year in terms of planned programmes, targets and the budget thereof. Hence this document outlines the input from Mtubatuba Disaster Risk Management Centre, mainly focusing on Disaster Risk Reduction (DRR) programmes and strategies planned for the financial year 2020/2021, as well as the response and recovery mechanisms.

Demographic Profile

Population Size

According to 2016 community survey, Mtubatuba municipality has a total population of 202 176.

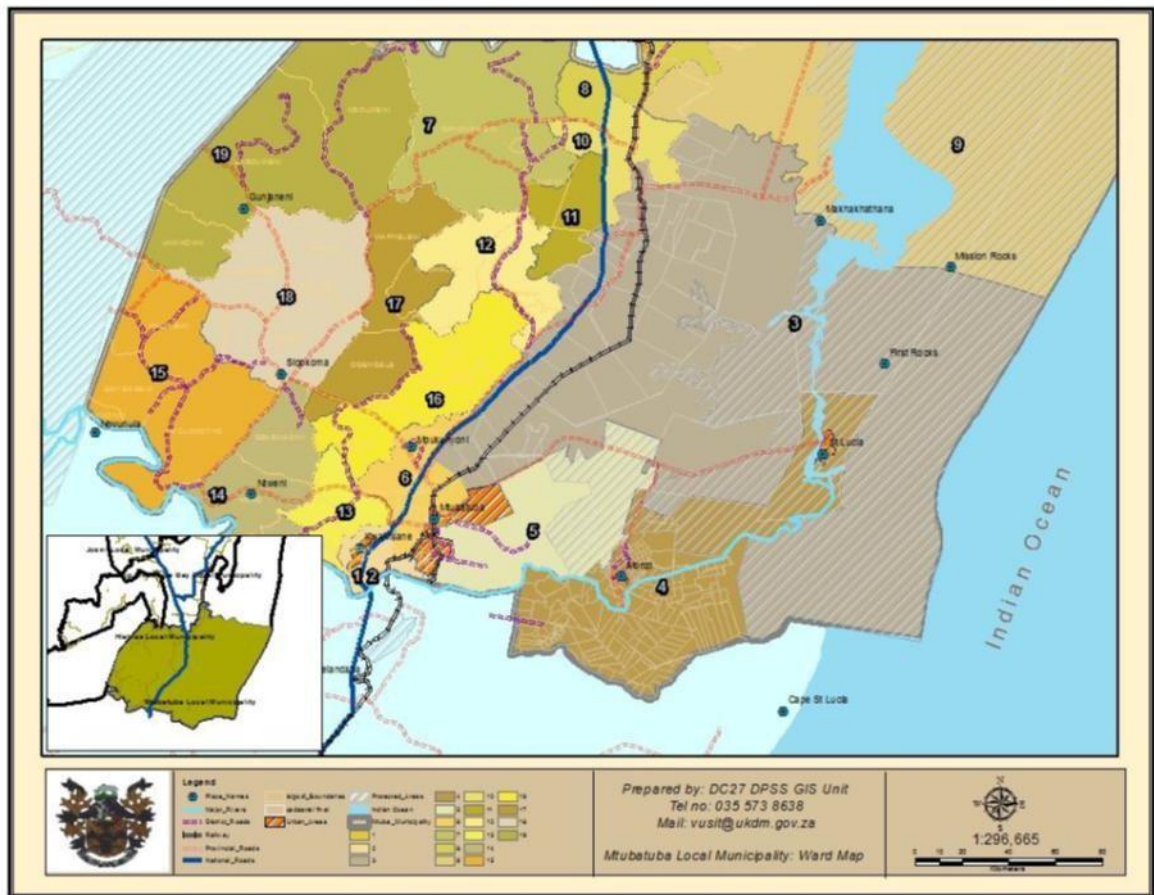
Province, District and Local municipality	2015 Grants and subsidies received as a % of Total income	2016									
		Total population			Youth (15-34 years)			Youth proportion	Sex ratio	Total population intercensal growth rate (2011-2016)	Persons aged 20 years+ who have completed grade 12
		Male	Female	Total	Male	Female	Total				
527 DC27: Umkhanyakude	90.5%	323 993	365 097	689 090	127 211	134 158	261 368	37.9	88.7	0.022	115 821
586 KZN275: Mtubatuba	71.1%	95 377	106 800	202 176	38 013	39 704	77 717	38.4	89.3	0.032	41 129

Population Distribution

The population is spread unevenly among the 20 municipal wards. These wards coincide with the growing settlements of Indlovu Village, KwaMsane Township, parts of Mpukunyoni, and Dukuduku Resettlement area. This ward covers mainly the commercial farmlands and is sparsely populated.

Mtubatuba Wards and Traditional Councils

Mtubatuba Municipality comprises of 20 wards with 20 Ward Councillors respectively. The current Council was inaugurated on the August 2016. There is one Traditional Council, known as Mpukunyoni situated to the west of the N2 along R618 [P235/1 – 9].



The Municipal Disaster Risk Management Sector Plan should:

- Form an integral part of the Municipal IDP so that disaster risk reduction activities can be incorporated into its developmental initiatives,
- Anticipate the likely types of disaster that may occur in the Municipal area and their possible effects;
- Identify the communities at risk, at a ward level;
- Provide for appropriate prevention, risk reduction and mitigation strategies;
- Identify and address weaknesses in capacity to deal with possible disasters;
- Facilitate maximum emergency preparedness;
- Establish the operational concepts and procedures associated with day-to-day operational response to emergencies by municipal Departments and other entities.

These Standard Operation Procedures (SOPs) will also form the basis for a more comprehensive disaster response;

Incorporate all special Hazard / Risk-specific and Departmental DRM Plans and any related emergency procedures that are to be used in the event of a disaster.

These will provide for:

- (a) The allocation of responsibilities to the various role players and co-ordination in the carrying out of those responsibilities;
- (b) Prompt disaster response and relief;
- (c) Disaster recovery and rehabilitation focused on risk elimination or mitigation;
- (d) The procurement of essential goods and services;
- (e) The establishment of strategic communication links; and
- (f) The dissemination of information.

Purpose

The Municipal Disaster Risk Management Sector Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act No. 57 of 2002, as amended, and Disaster Risk Management Policy Framework of 2005, as well as the related provisions of the Municipal Systems Act No. 32 of 2000.

Fundamentally, the identified disaster risk reduction activities must be integrated and aligned with the main activities contained in the municipal IDP. Hence the purpose of this Disaster Risk Management Sector Plan is to outline approach and procedures for an integrated and co-ordinated disaster risk management in the municipality that focuses on:

- Preventing or reducing the risk of disasters;
- Mitigating the severity of disasters;
- Emergency preparedness;
- Rapid and effective response to disasters; and
- Post-disaster recovery.

This Disaster Risk Management Sector Plan is intended to facilitate multi-departmental, multi- agency and multi-jurisdictional co-ordination in both disaster and disaster risk management interventions.

3.13 APPROACH TO DISASTER MANAGEMENT

Until recently, the approach to Disaster Management has been reactive and relief centric. A paradigm shift has now taken place from the relief centric syndrome to holistic and integrated approach with emphasis on prevention, mitigation and preparedness.

The Mtubatuba Disaster Risk Management Centre approach to disaster and disaster risk management activities is primarily based on ethos of the Disaster Management Act No. 57 of 2002 and relevant policy frameworks.

3.13.1 Key Performance Area 1

The objective is to establish integrated institutional capacity within the municipality to enable the effective implementation of disaster risk management policy and legislation.

Institutional Capacity for Disaster Risk Management

Municipal Disaster Management Centre

Mtubatuba has established MDMC in 1284 Somkhele Street, S28,25,58 E032,08,38. These were the old township offices which have been renovated and used as Disaster Management Centre. Adjacent to the centre are the old workshop offices [Mbhongampisi] which will be renovated and used as fire station and firefighter's accommodation.

Municipal Disaster Management Plan

As required by Section 53 of the Disaster Management Act No.57 of 2002, the applicable Municipal Disaster Risk Management Plan has been developed and completed in March 2018. The hazards and disaster risk are dynamic hence various methods have been used to ensure that the accurate risk profile of the municipality is known.

Capturing and keeping of incidents or disaster data is one of the methods that have been employed to ensure that the spatial location of prevailing hazards and risks are well known particularly at a ward level.

The municipality has used this scientific method to understand and spot the spatial or geographic locating of hazards and associated risks and for the purpose of designing specific disaster risk reduction activities that are targeting affected communities.

Municipal Disaster Management Inter-Departmental Committee

Internally, the portfolio committee that deals with matters relating to Disaster and Disaster Risk Management is functional and meets every month or as and when necessary.

District Disaster Risk Management Practitioners Meeting

The municipality is actively involved in the district disaster risk management practitioners meeting. The main objective of these meetings that are held on quarterly basis or when necessary is to share experiences, best practices and to ensure capacity development as well as uniform approach as envisaged by disaster management legislation and policy.

Municipal Disaster Management Advisory Forum (DMAF)

The Local Disaster Management Advisory Forum is functional and held quarterly or as and when necessary. The District DMAF is a fundamental structure that gives platform for interaction of all relevant role-players responsible for disaster risk management in the district.

3.13.2 Key Performance Area 2

A disaster risk assessment, supported with good monitoring systems, is essential for effective disaster risk management and risk reduction planning.

Disaster Risk Assessment

List of Priority Risks (Hazards)

The Mtubatuba Municipality just like any other municipality in the Province is prone to a number of natural and man-made hazards. The vulnerability varies, which mainly depends on socio-economic status as well as the exposure of a particular household or community to a specific hazard. Below is a list of priority hazards that are affecting the Municipality, the spatiotemporal characteristics of these hazards are well known since they have been observed and recorded continuously.

Figure: Priority Hazards Identified at Mtubatuba Municipality

HAZARDS LOCATION	
1, Severe weather conditions:	
a) Lightning	All 20 wards
b) Strong winds	All 20 wards
c) Heavy rain	All 20 Wards
d) Extreme temperatures	All 20 Wards
1. Fire: Structural	All 20 Wards
Fire: veldt/bush	Wards: 3; 4; 5; 10; 11; 14; 16; 19
4. Road Accidents (MVA)	N2; R618; P484
5. Drought	All 20 wards
6. Foot & mouth diseases	All 20 wards
7. Communicable diarrheal diseases	All 20 wards
8. Malaria fever	All 20 wards
9. River/Sea drownings	St. Lucia; Majamisa; Nyalazi; Nkundusi; Mfolozi; Monzi
10. Town filthy – health & fire hazard	Mtubatuba town
11. Illegal dumpsites	Wards 2 & 20 along N2; rural areas

3.13.3 Key Performance Area 3

The objective is to ensure effective and appropriate disaster response and recovery by:

- Implementing a uniform approach to the dissemination of early warnings in the district;
- Averting or reducing the potential impact in respect of personal injury, health, loss of life, property, infrastructure, environments and government services;
- Implementing immediate integrated and appropriate response and relief measures when significant events or disasters occur or are threatening to occur; and
- Implementing all rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.

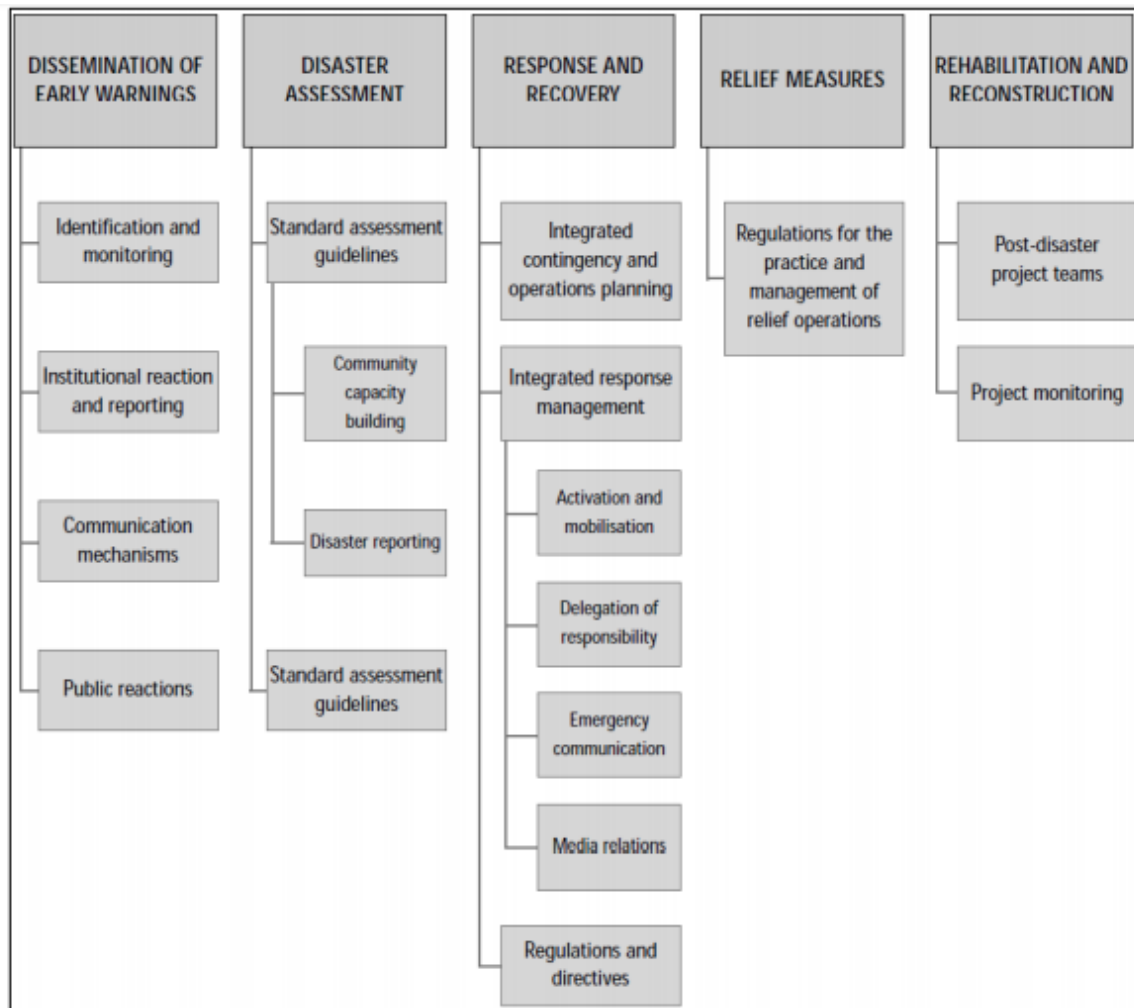
Municipal Capacity in Terms of Response and Recovery

Whenever there is a threatening or imminent hazard an early warning shall be disseminated accordingly to the relevant communities or sectors.

Preparedness levels shall be kept high all the times through various means e.g. physical engagement with the public particularly during capacity building and awareness campaign programmes as well as through the media and other methods.

Ward Councillors, Ward Committees, Traditional Leadership, CDWs and Volunteers will be utilized to carryout response and recovery activities.

Figure: Disaster Response and Recovery Framework



List of relevant stakeholders in Response and Recovery

The following is the list of relevant role-players in disaster response and recovery:

Figure: Relevant Role-Players in Disaster Response and Recovery

Institution	Contact Person	Contact No.	Email Address
uMkhanyakude Disaster Management Centre	Mr ES Mngoma – District Disaster Manager	083 731 8381	sifisom@ukdm.gov.za
	BT Nhlozi – Chief Fire Officer	082 961 9949	thulaninhlozi@gmail.com
	BC Fakude – DRM Officer Assisting Mtubatuba Municipality	079 936 4453	Khaya7616@gmail.com
Mtubatuba Disaster	Rev. SS Thwala – DRM Officer	083 678 1326	thwalass@mtubatuba.gov.za thwalomkhulu@gmail.com

Management Centre	Mr. Zakhele Nxumalo – DRM Assistant	063 526 1584	Zsnxumsus86@gmail.com
	M Fakude – Superintendent Law Enforcement	072 040 1878	Fakude.traffic@mtubatuba.org.za
	Fire standby	063 257 0478 063 502 0917	
	Traffic standby	083 448 0907	
	NC Nxumalo - RTI	082 822 3372 035 550 0156	Christopher.nxumalo@kzntransport.gov.za
	Lt. Col. Ndwandwe – SAPSKwaMsane	082 499 5332	
	Captain Mdletshe –SAPS Mtubatuba	072 291 2978	
	J Mbatha	062 385 5859	
	K. Mkhwanazi – DD Community	073 334 0480	Mkhwanazi.killer@gmail.com
SANRAL	Call Centre	084 466 2198	
	Hein Jacobs – Local SANRAL	083 260 8366	
Cross Border –	Vincent Botha	082 412 2748	
Diplomats –	Major Jacques Beukes	082 465 6402	
	Mrs. Dlamini	031 365 2790 061 107 8346	charity@raf.co.za

SASSA			
DSD - KwaMsane	Muzi Mngomezulu	082 294 1512 035 551 1852	
Hlabisa Hospital – and clinics	Manyanga	082 730 5705	
Human	Ayanda Zulu	082 771 4636	Ayanda.zulu@kzndhs.gov.za
Department of Agriculture	Mrs. Thulie Mathenjwa	083 990 8775 076 941 7176	Thulisiwe.mathenjwa@kzndae.gov.za
Zululand Fire Protection Association - ZFPA	Tony Engelbrecht	082 821 7779	
Hluhluwe Imfolozi Park - HIP			
Emergency Medical Rescue Services	Nkala Bongani	035 573 9200 083 746 7135 076 597 3749	Bongani.nkala@kznhealth.gov.za
Environmental Health	Madlala Mlungisi	073 708 3726 060 960 9364	
Dept. Enviro. Affairs	Ndaba	083 662 9279	
Isimangaliso Wetland Park	Sizo Sibiya Siboniso Mbense	082 891 0282 082 331 9764	sizo@isimangaliso.com siboniso@isimangaliso.com
Water Affairs	Bhabha Mkhungo	082 874 4438	
Home Affairs - Immigration	Serene	035 780 8000	
National Sea Rescue Institute Richards Bay	Dorian Robertson	082 990 5949	
Wking on Fire	Mortas Khambule		Mortas.khambule@wofire.co.za
	Makhosi Dladla	074 277 4110	Makhosi.dladla@wofire.co.za
KZN RTI	Gugu Zuma	082 214 3515	Gugu.zuma@kzntransport.gov.za
	Miss M Mbanjwa		mmbanjwa@ithala.co.za

3.13.4 Enabler 1

3.13.4.1 Information Management and Communication System Model

Receive and convert all emergency calls, by:

- Record all relevant information in incident book, by:
- Receive call, complaints telephonically
- Send relevant emergency services and SAPS to scene telephonically or by radio
- Monitor incidents continuously by radio

- Communicate continuous with services, telephonically or by radio
- / Administration – statistics, keeping statistics, incident forms using computer
- Deliver a support service
- Notify relevant authorities

3.13.5 Enabler 2

An integrated capacity building and public awareness strategy for Mtubatuba Municipality has been developed and continuously implemented to encourage risk-avoidance behaviour by all role players, including all departments, and especially in schools and in communities known to be at risk. Such a strategy seeks to promote an informed, alert and self-reliant society capable of playing its part in supporting and co-operating with the Municipality in all aspects of disaster risk and vulnerability reduction.

3.13.6 Enabler 3

Funding Arrangement for Disaster Risk Management

Activity	Funding source	Funding mechanism
Disaster risk reduction	<ul style="list-style-type: none"> • All spheres of government 	<ul style="list-style-type: none"> • Own budgets • Own budgets but can be augmented by application for funding to the NDMC for special national priority risk reduction projects
Response, recovery and rehabilitation and reconstruction efforts	<ul style="list-style-type: none"> • All spheres of government 	<ul style="list-style-type: none"> • Own budget, particularly for those departments frequently affected by disasters. • Access to central contingency fund once threshold is exceeded on a matching basis. • Reprioritise within capital budget for infrastructure reconstruction. • Access to central contingency fund once threshold is exceeded. • Conditional infrastructure grant, i.e. Municipal Infrastructure Grant (MIG)

Education, training and capacity-building programmers (Enabler 2)	<ul style="list-style-type: none"> • All spheres of government 	<ul style="list-style-type: none"> • Own budgets and reimbursement through SETAs • Public awareness programmes and research activities can also be funded through the private sector, research foundations, NGOs and donor funding
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Budget and Planned Programmes

PROJECT/PROGRAMME	BUDGET	COMMENTS	FINANCIAL YEAR
1. Awareness Campaigns	R35 000.00	All Wards	2020/2021
2. Advisory Forum	R10 000	Meets once per quarter	2020/2021
3. Capacity Building	R20 000	Training of council, Traditional leaders, ward committees in Disaster and climate change issue	2020/2021
4. Local Support/ Relief materials	R200 000	Relief materials like blankets, sponge mattresses, etc.	2020/2021
5. Fire services	R250 000	Procurement of tools and servicing of equipment	2020/2021
5. Lightning conductors	R500 000	To assist families affected by lightning	2020/2021
5. Solar panels	R1 000 000	Assist families for burnt homes due to lack of electricity	2020/2021
7. Fire Station	R27 500 000	Construct fire station & renovation of disaster Centre at KwaMsane	2020/2021

Figure: Table Showing Disaster Management's SWOT Analysis

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the system)	<p>Strengths</p> <p>Good management</p> <p>Disaster Management Plan is in place with all identified risks</p> <p>All role players in the disaster management arena (including Government, None-Governmental Organizations, Traditional Authorities and the Private Sector) work together to prevent and or mitigate the occurrence of disasters</p> <p>Disaster Management Advisory Forum is in place</p> <p>We are registered with fire protection association who assist us in fire fighting</p>	<p>Weaknesses</p> <p>Insufficient human resource (Staff)</p> <p><i>Vehicle shortage</i></p> <p>Efficient provision of disaster management services is reliant on ongoing cooperation between all role players within the municipal and district areas</p> <p>No Fire Station</p> <p>Lack of resources, equipment</p> <p>Lack of capacity to adequately handle all kinds of Disaster related incidents.</p> <p>Insufficient funds allocated to the section.</p>
External origin (attributes of the environment)	<p>Opportunities</p> <p>Employment of more staff.</p> <p>Existing disaster management centre & fire station has a dedicated site at KwaMsane Township next To N2.</p> <p>Potential growth in terms of expanding and economical</p>	<p>Threats</p> <p>The location of the municipality on the coastline and its proximity to shipping routes present numerous natural marine and coastal threats.</p> <p>The settlement of communities in disaster high risk areas leads to chronic disaster vulnerability threats that range from floods to repeated informal settlement fires.</p> <p>More than 60% of the area is prone to lightning and strong winds.</p> <p>More than 60% of the population live in rural areas with no basic services 98% of the area is rural, sandy soil, bushy and mostly can be accessed by 4x4 vehicles</p>

3.15 CLIMATE CHANGE

Climate change already causes and will continue to cause a number of challenges for this municipality, linked to impacts such as increased temperatures, extreme weather events (e.g. flooding and drought), severe heat, sea level rise and climate variability.

Climate change impacts may include:

- An increase in the frequency and intensity of floods and droughts;
- A decrease in water availability due to changed rainfall patterns and increased evaporation;
- this will affect subsistence dryland farmers the most.
- An increase in erosional capacity of river courses, resulting in the loss of more top soil, thus decreasing the agricultural value of land and increasing siltation in dams.
- Infrastructural damage as a result of extreme weather events causing flooding, affecting human well-being and safety as well as insurance costs;
- An increase in erosion of coastal areas due to sea-level rise;
- Higher energy consumption due to increased residential cooling load;
- An increase in economic losses due to property damage and decreased tourism revenue;
- An increase in heat-related vector-borne (e.g. malaria) and water-borne (e.g. cholera) illnesses;
- An increase in heat stress, leading to dehydration, particularly for those that reside in the Municipality, as well as children and the elderly;
- Changes in the geographical distribution of plants and animals with extinction of species that are unable to move and an increase in the prevalence of alien invasive species. This will negatively affect the biodiversity and the associated ecosystem services;
- Further loss of critically endangered grassland habitats as they are outcompeted by woody species able to utilize the higher concentrations of CO₂ in the atmosphere.
- A reduction in yield of staple food crops, such as maize;
- Changes in the optimal planting and harvesting dates for crops as well as land suitable for crop production;
- Heat stress increasing livestock and poultry mortality rates;
- An increase in respiratory problems in the Municipality due to a decrease in air quality (e.g. changes in the concentration and distribution of near-surface ozone) and increased dampness;
- Deterioration of foods leading to increased incidents of food-borne diseases; and
- The loss of land above the current high water mark due to sea-level rise. Shoreline Management Plans are required to determine what adaptation interventions, if any, are required now or in the future.

To respond to these changes the municipality and the district municipality have attended the Durban Adaptation Charter (DAC) conference to see how the metro tries to adapt to the changes caused by climate. This is a phased programmed, which has focused on climate change adaptation and enhancing the Municipality's ability to cope with climate change impacts. The likely climate change impacts have been assessed and plans, programmes and projects will be developed to assist the Municipality in dealing with these impacts.

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT:

4. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional shortcomings are addressed. Mtubatuba Municipality was established in 2000 in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998). The functions under Municipal Transformation and Institutional Development are as follows:

- Human Resources Management;
- ICT Management;
- Auxiliary Services;
- Committee Services;
- Records Management;
- Staff Performance;
- Occupational Health and Safety; and
- Legal and Labour Relations.

Human Resources function entails sub-functions performed within, these are; recruitment and selection, training and capacity building, benefits administration, employee wellness, occupational health and safety, labour relations, employment equity administration and implementation.

4.1 HUMAN RESOURCE STRATEGY/PLAN

The Council of Mtubatuba Municipality last approved the Human Resource Development Strategy that includes a Five-Year Human Resource Implementation Plan in the 2016/17 FY. It has been resolved that the Strategy shall be subject to annual review. It is common cause that human resources remains easily most significant and a costly resource for every Municipality. Accordingly, human resources plays a pivotal role within the Municipality particularly when it is utilised at its peak and is constantly monitored. It is important for the Municipality to ensure that it has the right number and competencies as well as the most appropriate organisational and functional spread of human resources. Finally, there must be in place functioning systems and structures that allow the Municipality to operate efficiently and cost-effectively. Naturally the need for these resources tends to change over time as priorities and budgetary constraints change. Consequently, the Municipality needs

to update its Human Resource Management, Human Resource Development Strategy and Implementation Plan each year to ensure its constant relevance.

The Human Resource Management, Human Resource Development Strategy and Implementation Plan outline the intentions of the Municipality in relation to how it should manage its human capital, focusing in the following:

- Planning the municipal workforce in totality;
- Developing a capable and skilled workforce that strives to achieve service excellence; and
- Setting guidelines to strengthen leadership and develop human capital by attracting, retaining scarce, valued and critically required skills for the Municipality.

In line with the above, the Human Resource Management Strategy and Implementation Plan are aimed at:

- Ensuring that the Municipality has the right number and composition of staff with the appropriate competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives;
- Ensuring that the Municipality's employees are suitably skilled and competent to add value to the Municipality in delivering sustainable solutions, advice and capacity building to the municipality.
- Ensuring that the municipality makes optimum use of human resources, envisages and manages surpluses and/or shortages of staff;

For all intents and purposes in the quest to guarantee that the Municipality makes the best possible use of its resources to attain its commitments and programme objectives set out in the IDP, SDBIPs, the Back-to-Basics Strategy and Strategic Plan, the Municipality needs to have in place a well-structured HRM & HRD Strategy and Implementation Plan. This strategy informs the decision-makers on the three critical issues vis-a-vis:

- current supply of human resources;
- human resources demand, as well as
- Prioritised and strategic HR actions to be taken.

Mtubatuba Municipality believes that the creativity, diversity and energy that its employees bring is key to its success and that there should be human resource management systems that will fit organizational strategies, respond to a broader range

of external environmental influences and help the Municipality to attract and retain employees with the skills and motivation required for high level performance.

The main objectives of these strategies are to assist the Municipality in the career development of its existing staff, reduction of labour turnovers and optimal utilization of the existing personnel including the implementation of both the Affirmative Action Policy as well as the Employment Equity Policy. Such strategies need to be developmental and not punitive and aim at developing staff members in order to retain them within an enabling environment.

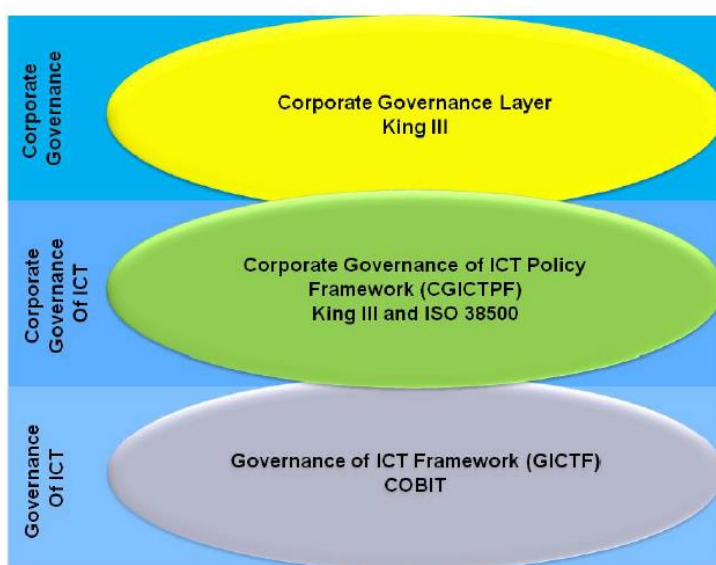
At this juncture, the Human Resource Management, Human Resource Development Strategy and 5- Year Human Resource Implementation Plan are being implemented having since received approval by Council. The Human Resource Strategy and Implementation Plan is annexed hereto for ease of reference.

ICT POLICY FRAMEWORK

The Municipality has an ICT Framework policy that was adopted by Council in June 2018 together with the IDP. The Public Service Corporate Governance of Information and Communication Technology Policy Framework (2012) stipulates that COBIT should be adopted and implemented as the Governance of ICT Framework on the Governance of ICT layer.

COBIT will enable the municipality to achieve their strategic goals by deriving optimal value from ICT through the realisation of benefits and optimising resources and risk.

The figure below demonstrates the different governance layers with their related frameworks and standards.



The ICT Policy Framework encompasses the following policies:

- Back-up policy
- Change Management policy
- Data Recovery policy
- IT Security (user access management, incident management and antivirus policy)

The purpose of this document is to define the guidelines, principles and policy statements for the governance of Information Technology (IT) within Mtubatuba Municipality. The framework is based on the Department of Public Service and Administration (Public Service Corporate Governance of Information and Communication Technology Policy Framework) and SALGA (A Municipal Guide/Roadmap to Successful ICT Governance). The roles and responsibilities in terms of the implementation of ICT Policy Framework include the following, *inter alia*

4.2 COUNCIL APPROVED ORGANISATIONAL STRUCTURE

Mtubatuba Municipality has a total staff compliment of 210 permanent employees. The final 2020/2021 IDP contains an Organogram that was submitted to Local Labour Forum for consultation and will subsequently be adopted with the final IDP. The Organogram, clearly shows the vacancy rate which is **37.4%**, structure, powers and functions of the Municipality. The 2020/2021 Organogram aligns to the long-term development plans of the Municipality as envisaged by the IDP. The Organogram is presented in **Annexure C**

ORGANISATIONAL STRUCTURE

Annexure C

4.3 POWERS AND FUNCTIONS (INSTITUTIONAL ARRANGEMENTS)

Mtubatuba Municipality, in its' bid to fulfill legislated functions, has arranged the Council committees and as per delegations, roles and responsibilities as follows:

Governance

In exercising its constitutional powers in terms of Section 161 thereof and as per the Municipal Structures Act, the Council delegates some of its functions to other committees such as the Executive Committee in line with the Sections 79 and 80 Committees.

Council

Currently the Mtubatuba Municipality comprises 39 Councillors. The Councillors are allocated to different portfolios where they serve in accordance with internal departments and functions. The Council has quarterly meetings as legislated which reflect 100% functionality.

EXCO

Whereas the Executive Committee meetings are held on a monthly basis at which meetings reports submitted by the respective portfolio committees are considered before these reports would be presented to Council.

Portfolio Committees

Members of municipal departments hold meetings monthly wherein they table, deliberate on issues and make recommendations to EXCO and to Council for approval. Essentially Portfolio Committees exercise political oversight on these meetings. The arrangement of the portfolio committees is as follows:

- Corporate Services Portfolio Committee
- Finance Committee
- Technical/Planning and Local Economic Portfolio Committee
- Community Services Portfolio Committee
- Planning and Sustainable Development Portfolio Committee.

MPAC

The Municipal Public Accounts Committee (MPAC) convenes four times per financial year, in terms of Section 79 of the Municipal Structures Act to consider matters pertaining to the exercising of oversight on financial and governance matters.

Figure: MPAC Members at Mtubatuba Municipality

MEMBERS OF THE MPAC	GENDER	AFFILIATION
Cllr R.B.B Mkhwanazi	Male (Chairperson)	D.A
Cllr T.Govendor	Male (Committee member)	IFP
Cllr M.Mthethwa	Male (Committee member)	IFP
Cllr Z.W.Mhlongo	Female (Committee member)	ANC
Cllr J.M Gumede	Male (Committee member)	ANC
Cllr N.E Zuma	Male (Committee member)	ANC
Cllr. K.N Mponshana	Female (Committee member)	EFF

Audit/Performance Committee

The Audit / Performance Committee was appointed to assist Council in strengthening its role. This Committee meets on a quarterly basis as-and-when required to attend to matters at hand. The Audit Committee and Performance are chaired by one chairperson who is responsible for all regulated matters to be considered by the committee.

Figure: Audit/Performance Members at Mtubatuba Municipality

NAME OF MEMBER	GENDER
Ms N Mchunu	Female (Chairperson)
Ms C Jugnarayan	Female (Committee Member)
Mr Gumbi	Male (Committee Member)

4.4 MUNICIPAL POWERS AND FUNCTIONS

The Constitution of the Republic of South Africa Act 108 of 1996, precisely Schedule 4, Part B, read together with Section 152 thereof, and containing the objects of local government, vests the powers and functions of the Municipality. Meanwhile, municipal transformation and institutional development relates to a fundamental and significant change relating to the way the municipalities perform their functions, how resources are deployed and the institutional strategies which are implemented with a view to ensuring optimum results in service delivery to the community. It is envisaged that transformation and institutional development shall be seen to take place when the following is addressed as part of the Municipality's strategic planning and direction.

Figure: Municipal Powers and Functions

UMkhanyakude District Municipality and Local Municipalities		
Districtmunicipal Functions	Shared Functions District And Local	Local Municipal Functions
Potable Water Supply Sanitation Services Electricity Reticulation Municipal Health Services Regional Airport	Fire Fighting services Local Tourism Municipal Airports Municipal Planning Municipal Public Transport Cemeteries, Funeral Parlours and Crematoria Markets Municipal Abattoirs Municipal Roads Refuse Removal, Refuse Dumps and Solid Waste	Air Pollution Building regulations (National Building Regulations) Child Care Facilities Pontoons, Ferries, Jetties, Piers and Harbours Storm Water Management System In Built up areas Trading regulations Beaches and Amusement Facilities Billboards and the Display of advertisement in Public places Cleansing Control of Public Nuisances Facilities for the Accommodation, Care and Burial of Animals Fencing and Fences Licensing of Dogs Local amenities Local Sport Facilities Municipal Parks and Recreation Noise Pollution Pounds Public Places Street Trading Street Lighting Traffic and Parking

Organization of Administration

The Municipality's Management Team is headed by the Municipal Manager who functions under the directive of the Mayor. Currently the Municipality consists of six (6) main departments viz: Executive Department, Corporate Services, Finance Department, Community Services, Technical Services and Planning and Sustainable Development. The management team monitors, implements and reviews various Council resolutions as well as the performance of various sub-directorates of the Municipality.

4.5 VACANCY RATE & FILLING OF CRITICAL POSTS

Mtubatuba municipality has a total number of 6 departments that make up a full organizational structure, namely:

- I. Executive Department
- II. Corporate Services
- III. Technical Services
- IV. Planning & Sustainable Development
- V. Community Services
- VI. Finance Department

The posts of Municipal Manager, including all Section 56 posts, are considered as critical posts and they have all been filled during the 2019/20 Financial year

NO.	POSITION	DEPARTMENT	GENDER	STATUS
1.	Municipal Manager	Executive Department	M	Filled
2.	Senior Manager Community Services	Community Services Department	M	Filled
3.	Senior Manager Planning & Sustainable Development	Planning & Sustainable Development	F	Filled
4.	Senior Manager Corporate Services	Corporate Services	M	Filled
5.	Senior Manager Technical Services	Technical Services	M	Filled
6.	Chief Financial Officer	Finance Department Services	F	Filled

Departments Representation

Figure: Six (6) Municipal Departments and the Respective Functions

Executive Departments	Corporate Services	Finance Department	Planning & Sustainable Development	Technical Services	Community Services
<u>PURPOSE</u> Provide leadership to the municipality & support council in fulfilling its mandate	<u>PURPOSE</u> Undertake corporate & administrative services	<u>PURPOSE</u> The efficient management of the finances of the municipality	<u>PURPOSE</u> To coordinate planning activities of the municipality	<u>PURPOSE</u> To provide capital & maintain existing infrastructure	<u>PURPOSE</u> To provide community services to Mtubatuba Residents
<u>FUNCTION</u> <ul style="list-style-type: none"> • Communication • Internal Audit & Risk Management • Corporate Governance and Administration • Political Support • IDP and PMS • Special Programmes • Public Participation 	<u>FUNCTION</u> <ul style="list-style-type: none"> • Human Resource Management, Human • Resource Development Strategy and • Implementation Plan • Administration • Legal Services • ICT Management • Council Support & Auxiliary Services 	<u>FUNCTION</u> <ul style="list-style-type: none"> • Revenue Management • Expenditure Management • Supply chain Management • Asset Management • Budget and Treasury Office • Financial Reporting 	<u>FUNCTION</u> <ul style="list-style-type: none"> • Development Planning Services / Town Planning Services • Building Compliance • Local Economic Development (LED) & Tourism Services 	<u>FUNCTION</u> <ul style="list-style-type: none"> • Roads & Storm Water • Electrification • Infrastructure/Capital Projects • Operations & Maintenance • Human Settlement 	<u>FUNCTION</u> <ul style="list-style-type: none"> • Safety & Security; • Disaster Management • Waste Management • Social Services • Protection

Employment Equity Policy and Plan

Mtubatuba Municipality currently has an Employment Equity Policy approved by Council in January 2020. The Municipality currently has a draft employment equity plan which is yet to be adopted by Council. An Employment Equity Report was not submitted to the Department of Labour due to the none approved plan. The purpose of this policy is to constantly create an environment that is conducive for the advance of equal opportunity, in an endeavor to redress historical imbalances and to enhance the conditions of individuals and groups who come were previously disadvantaged on the grounds of race, gender and disability.

Application of EEP in Mtubatuba

All officials at Mtubatuba Municipality who are appointed in terms of the Municipal Systems Act and who fall within the scope of Local Government Bargaining Council including those that are appointed on the fixed term contract (Section 54 & 56 employees) are subject to the application or implementation of the EEP.

Implementation of EEP

The Employment Equity Policy and Plan are primarily seen as a Human Resources Development Action and not merely as an employment measure. In order to ensure that the EEP is successfully implemented at Mtubatuba Municipality the following encompasses some of the steps that are taken as part of such implementation:

- Special attempts have been made to promote internal staff from identified groups in vacant posts, keeping the merit principle in mind. For this purpose, career planning is essential.
- Development and training of personnel from designated groups are being done in terms of present and future vacant posts inline with the guidance by the individual's direct supervisor.
- Departmental and Section Heads are held directly responsible for the training and development of their subordinates, in particular those who come from designated groups.
- Active participation of top management (i.e. Municipal Manager, Heads of Departments and Human Resources) is vital for the success of this program.

- Personnel recognise their role and responsibility in respect of their own respective development.
- All formal and informal discrimination based on race, colour, gender, ethnic or social origin, religious or political conviction, age, sexual orientation, disability or disadvantaged background and so forth are being eradicated.
- Organisational Policy, structures and procedures must be adapted where necessary to facilitate Employment Equity.

Objectives, Action Plans and Timetables

Employment Equity's main principle should be viewed as an effort to promote representation of the relevant labour market in our employment. The nature of the relevant labour market (this is the availability of people who possess the necessary qualifications and experience and/or who are willing and able to obtain the relevant experience and qualifications), as well as the specific circumstances of the organisation (e.g. the nature of the client for whom services are rendered), are taken into cognisance with monitoring and evaluation of the extent to which integrated service rendering has been affected.

Realistic and acceptable objectives require the following: -

- (a) research in respect of the size, composition and nature of the relevant labour market;
- (b) analysis of the composition of the internal labour market, e.g.:
 - to what extent does integrated employment exist, relative to the various functions and levels in the organisation; and
 - what is the attitude of personnel in respect of Employment Equity and to what extent do discriminatory attitudes, practices and procedures and barriers exist?
- (c) analysis of the organisation in respect of sections where Affirmative Action enjoy priority and/or where Affirmative Action can be implemented readily, e.g. which posts can or must be identified for Affirmative Action and in which area is the staff turnover the highest?
- (d) Affirmative Action objectives are determined in consultation with Departmental and Section Heads;
- (e) Broad numerical objectives in respect of various groups who are subject to Affirmative Action are determined for the various categories of posts; levels and sections in the organisation for specific periods of time are also determined.

Mtubatuba Municipality's Employment Equity Policy and Plan are annexed hereto for ease of reference.

4.6.1 Workplace Skills Plan (WSP)

The municipality has recently developed and adopted a Workplace Skills Development Plan (WSDP) to be implemented in the 2019/20 financial year. Human Resource Development will be rolled out through training programmes as per the WSP. Employees representative of almost all Departments will be sent to different workshops which address the skills gaps identified by their respective departments. This intervention is done through the Determination of Training Need. Training areas covered a wide range of fields related to municipal administration and delivery of services. The department of corporate governance and LGSETA are continuously developing programs meant to reskill both the technocrats and the political structures. A detailed Work Place Skills Plan is available and annexed in the IDP. The Workplace Skills Plan provides Mtubatuba Municipality with pivotal quantitative and qualitative data that enables the Municipality to achieve the following: ➤ understand the profile and composition of the departments;

- determine skills requirements and priorities across the departments;
- develop a clear picture of areas where there is a high demand for skills development – pin- pointing areas where Learnerships and Skills Programmes should be developed.

Mtubatuba Municipality had consultations with its six departments and the Local Labour Forum when it compiled its Workplace Skills Plan. The Municipal Workplace Skills Plan has since been approved by Council and submitted to LGSETA. The quality of employees and their development through training and further education are major factors in determining long-term organisational goals and objectives. Investing in employee skills and development stimulates productivity levels to achieve the mission and vision of the Municipality as envisaged in the IDP.

The purpose of training and development is to emphasize growth and development of personnel, thereby creating a pool of readily available and adequate replacement for personnel who may leave or are promoted within the organisation. Further, this enhances the Municipality's ability to adopt and use technology optimally because of sufficiently knowledgeable staff.

The benefits of capacitated municipal staff within the Mtubatuba Municipality include, but not limited to:

- Boosting the morale of staff;
- An efficient and effective, highly motivated team;
- Increased productivity;
- Decreased need for supervision; and
- Reduced absenteeism in the workplace.

A training committee is established and comprised of representatives from the municipal departments. The training committee meets on a quarterly basis in order to re-evaluate the training needs and report on the implementation plan. A comprehensive Workplace Skills Plan report encompassing the expenditure report detailing the staff trained is annexed hereto for ease of reference.

Recruitment and Selection Policy

Mtubatuba Municipality has a Recruitment and Selection Policy which was approved by Council and it is being implemented and reviewed on an annual basis. (a copy of which are attached herewith for ease of reference).

Retention Policy

The Council of Mtubatuba Municipality has a Draft Retention Policy which still needs to undergo the Local Labour Forum consultation before Council approval. This policy seek to cover the issues pertaining to skills retention and planning.

4.7 IMPLEMENTATION OF EEP AND WSP (TRAINING, RECRUITMENT AND STAFF RETENTION)

The implementation of EEP and WSP at Mtubatuba Municipality is driven by the Employment Equity Committee and the Training Committee that have been established. The terms of reference meant to guide the operation of these committees are in place. The following is a list of the committees' functions:

Develop and ensure implementation of an Employment Equity and Affirmative Action Policy;

- Review and monitor departmental targets established for Employment Equity purposes and make recommendations should the targets be deemed to be inadequate or over ambitious;

- Monitor the applicability of the Employment Equity Policy and make amendments should this be deemed essential;
- Monitor recruitment and placement decisions, both internal and external, and debate these decisions should they be considered to be unfair, biased or improperly managed;
- Undertake a statistical profile analysis of the Municipality;
- Review/audit all Employment Policies, Practices and Procedures;
- Monitor the implementation of the Employment Equity Plan;
- Monitor the training of the Committees in the following areas:
 - Recruitment/Selection
 - Assessment Criteria
 - Personal Development Planning
 - Teamwork
 - Problem Solving
 - Negotiation skills
 - Mentor development

The Committee may suggest additional areas of training should they be required;

Monitor the application of personal development programmes within the Municipality;

- Monitor the extent and application of the training and development budget and make recommendations in this regard;
- Monitor the establishment of a mentoring process throughout the Municipality and the implementation of career path and succession planning; and
- Monitor the implementation of the agreed actions as set out in the Employment Equity Plan.

4.8 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION SWOT ANALYSIS

Figure: SWOT Analysis for Institutional Development and Transformation

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ➤ HR Policies in place. ➤ HR Strategy is being reviewed ➤ Employment Equity Policy in place ➤ Employment Equity Committee Established. ➤ Local Labour Forum Established and functional ➤ Batho Pele Policy Documents in place and Service Delivery Improvement Plan 	<ul style="list-style-type: none"> ➤ Recommendations by OHS to Management not attended promptly. ➤ Inadequate office space for both staff & Councillors.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ➤ Review of Municipal Grading. ➤ Cascading of PMS. ➤ Draft employment equity plan in place ➤ OHS Officer post will be recruited 	<p>Political Instability;</p>

4.9 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION CHALLENGES

KPA-1: Municipal Transformation and Institutional Development	
Challenges	Interventions
Limited budget for Councillors and staff	Source funding for training of staff and
Non functioning of OHS	Establishment of OHS committee & Appointment of OHS Officer

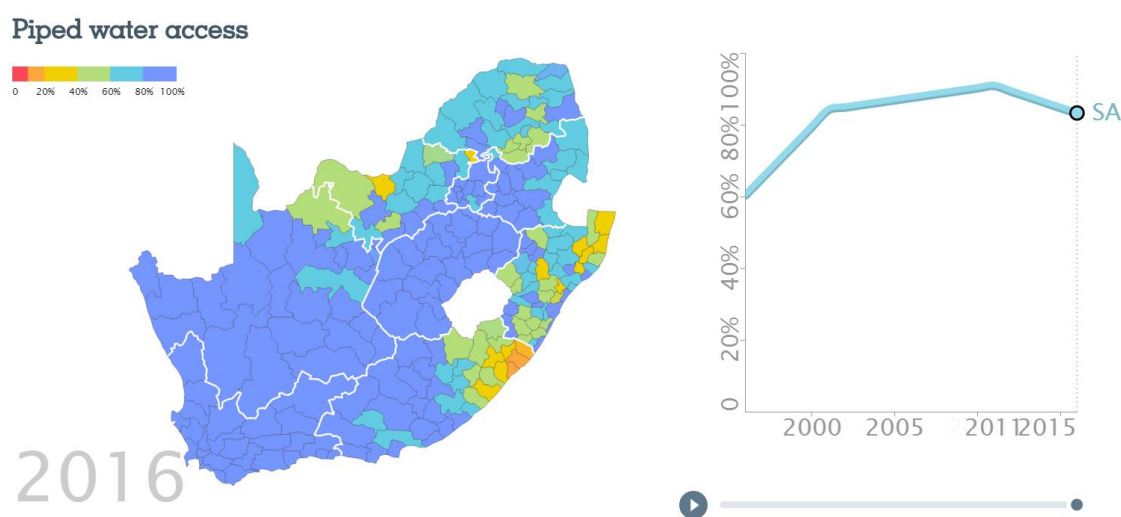
BASIC SERVICE DELIVERY AND INFRASTRUCTURAL DEVELOPMENT SITUATIONAL ANALYSIS

5. BASIC SERVICE DELIVERY AND INFRASTRUCTURAL DEVELOPMENT SITUATIONAL ANALYSIS

5.1 WATER AND SANITATION

5.1.1 Water Services Authority

Mtubatuba Municipality is not a Water Service Authority, however the Municipality has been declared as a disaster area due to drought coupled with challenges that are being experienced by uMkhanyakude District Municipality. The District Municipality is a Water Service Authority and a Water Services Provider for all its local municipalities. This means that the primary responsibility of the District Municipality is to ensure that local people have access to water and sanitation.



5.1.2 Water Services Development Plan (WSP)

Umkhanyakude District Municipality has an outdated Water Services Development Plan which was drafted in July 2002 financial year.

5.1.2.1. Link to WSDP

The Water Services Development Plan link is herewith provided for ease of reference. (devplan.kzncogta.gov.za/idp_reviewed/IDPS/.../Umkhanyakude_WSDP_part1.pdf)

5.1.2.2. Water Services Development Plan Annexure

An annexure in respect of Water Services Development Plan has not been attached herewith as this is catered for by the link provided in 6.1.3 above.

5.1.2.3. Water Services Authority

Mtubatuba Municipality is not a Water Service Authority, rather the uMkhanyakude District Municipality is the Water Service Authority.

5.1.2.4. Date of Last Review of Water Services Development Plan (WSPP)

Umkhanyakude District Municipality has a Draft Water Services Development Plan which was drafted in July 2002 financial year. A District Water Master Plan is attached hereto for ease of reference.

5.1.2.5. Operations and Maintenance for Water and Sanitation

The Operations and Maintenance Plan for Water and Sanitation Projects is provided by the Umkhanyakude District Municipality. Mtubatuba Municipality is not responsible for operations and maintenance of water services infrastructure in all its areas. However, as a developmental local government which is assigned powers to plan for its development within its jurisdiction, the Municipality through the IGR-Technical Infrastructure Sub-Committee ensure wide household access to basic services and do lobby relevant authorities to deliver such services as required.

5.1.2.6. Status of Water Services Authority's Operations and Maintenance Plan

Umkhanyakude District Municipality has an Operations and Maintenance Plan which is being implemented as per Council Approved Budget. The operations and maintenance for water and sanitation 2018/2019 was adopted by Council in 2018.

5.1.2.7. Status of the Water Infrastructural Backlogs, Needs and Priorities

The water services backlog was determined utilising a combination of Census 2011, the UKDM asset register, and verified data from consultants to produce a combined GIS infrastructure database that shows a backlog of 30% of the population (access below National Standard). This is a significant improvement from the Census 2011 backlog of 53%.

UKDM Backlog

Figure: UKDM Water Infrastructure Backlog

Local Municipality	Population	Percentage of the population with access BELOW National standard level of water service			
		Census 2011 Level of Water Services	Asset Register Infrastructure Data	Verified Consultants Infrastructure Data	Combined Infrastructure Data
Mtubatuba	155140	52.7%	50.6%	60.2%	28.5%
Jozini	185790	62.4%	67.4%	47.1%	42.3%
The Big 5 False Bay	35195	37.0%	28.2%	32.5%	20.7%
Hlabisa	71902	60.8%	48.7%	37.9%	36.4%
Mtubatuba	175359	44.0%	50.3%	28.9%	17.6%
uMkhanyakude	623387	53.2%	54.1%	43.3%	30.0%

Source: Draft DC27 WSDP 2016

Historically the area has been characterised by many small stand-alone schemes utilising local water resources; supplying to a basic level of service in rural areas, and a higher level of service in urban areas. The Shemula, Jozini, Hluhluwe, and Mtubatuba are the only areas currently served by large capacity water treatment works. The remainder of the DM is served by small conventional or package treatment works, or schemes with chlorination only. The number of schemes, and the accessibility to these, has resulted in management and maintenance challenges, with schemes regularly not functioning at an optimal level, in some cases falling into disrepair, and others simply not having power or diesel to operate the pumps. These challenges have led the Municipality to investigate bulk supply scheme options to try and improve on the sustainability of supply, and reduce the O&M challenges. The possible solution to the water supply infrastructure in the future is the careful combination of local water resources (including groundwater) with bulk supply sources.

A basic calculation of the current WTW capacity (94.5Ml per day) and the demand based on current level of service (59.7Ml/day), shows there is sufficient treatment capacity at present. This capacity excludes all boreholes that are utilised without a WTW, which provide significant additional water across the DM every day. The demand, however, takes into account only 15% water loss (good practice), and the current perceived need for additional

treatment capacity is most likely due to high water losses. The previous lack of a water conservation water demand management strategy in the UKDM resulting in additional strain on the water resources, and the curtailment of losses should be viewed as a priority “water source” prior to the building of additional infrastructure capacity. As per the strategy of national government, expressed in the National Water Resource Management Strategy 2 (2014), the development of new water resource infrastructure will not be approved by the Department of Water and Sanitation, if WCWDM measures are not first implemented. Considering (1) the considerable problem with water losses; and (2) the large-scale plans for water resource infrastructure development, the need for WCWDM interventions needs to be prioritised.

Water Demand Model

In order to have the flexibility to determine water demands for different spatial groupings, such as scheme or supply footprints, a zero-base demand model based on Census demographics (with an applied growth rate to get current figures) and levels of service (at smallest grouping) was adopted for the demand modelling. Although the demand model is based on the official Census data and agreed unit demands it is not a stochastic model, involving random demographic and unit demand sampling and probability behaviour. It also does not allow for level of confidence or degree of accuracy calculations of the Census data, growth rates, nor of the unit demand values adopted. The low and high results represent the extremes of what the predicted water demands could be. These are calculated in the model by using the extremes of the range of each data item in determining the results. No statistical probability or reliability measure can be attributed to these figures, except to say that all actual results should fall somewhere within this predicted range.

Figure: Water Demand Summaries

Row Labels	Sum of Cur AADD(Rest LOS) Ave	Sum of Future AADD LOS 2020 Ave	Sum of Future AADD LOS 2025 Ave	Sum of Future LOS AADD 2030 Ave	Sum of Future AADD LOS 2040 Ave	Sum of Future AADD LOS 2035 Ave	Sum of Future HHI 2045 Ave
Hlabisa	5 228	8 867	9 498	10 759	15 099	13 363	18 571
Jozini	8 702	15 932	16 989	19 105	28 135	24 523	35 360
Mtubatuba	12 300	19 803	21 927	26 176	36 890	32 605	45 462
The Big 5 False Bay	5 762	7 814	8 503	9 880	11 578	10 899	12 936
Umhlabuyalingana	9 761	15 396	16 679	19 246	25 966	23 278	31 342
Grand Total	41 752	67 811	73 596	85 166	117 669	104 668	143 671

Row Labels	Sum of CurLOSSPD Ave range	Sum of Future SPF LOS 2020 Ave	Sum of Future SPF LOS 2025 Ave	Sum of 2030LOS SPDAve	Sum of Future SPF LOS 2035 Ave	Sum of Future SPF LOS 2040 Ave	Sum of 2045HHI SPD Ave
Hlabisa	7 690	12 503	13 445	15 331	19 206	23 082	26 958
Jozini	11 883	20 847	22 476	25 733	34 008	42 283	50 559
Mtubatuba	18 152	28 286	31 404	37 641	46 962	56 283	65 604
The Big 5 False Bay	8 845	11 699	12 743	14 831	16 118	17 405	18 692
Umhlabuyalingana	13 142	19 281	21 635	26 344	32 320	38 297	44 274
Grand Total	59 712	92 616	101 704	119 879	148 615	177 351	206 086

Source: Draft DC27 WSDP 2016

The average annual average demand (AADD) for 2015 (current), at five (5) year intervals to 2045 at a local municipality grouping are shown in the first table below, the with Gross Summer Peak Demands in the second table above.

Existing and Planned Infrastructure Capacity and Functional Evaluation

Deciding what footprint base to use to determine the demand; discuss or review the existing infrastructure or scheme capacities was found to be quite a challenge. Anomalies were found between the DWS Water Reconciliation Strategy footprints and the current distribution infrastructure. In addition, the level of detail in various infrastructure reports/GIS obtained from previous PSPs differed and subsequently was difficult to compare with one another.

The solution was to develop “Water Master Plan supply areas”, which are comprised of a larger supply area that simulate the seven (7) regional schemes aspired to by UKDM, bounded in instances by rivers, distance from source, topography; with smaller sub-schemes within those regional boundaries that are aligned with the existing infrastructure supply footprints and operational small schemes areas. The six (6) water master plan supply areas are areas are Shemula, Jozini, Hluhluwe, Mpukonyoni, Mtubatuba, and Hlabisa. Water demands have been determined on sub-scheme level and the infrastructure evaluated at the same or sub-zone level. Sub-zones were defined for the specific purpose of

reviewing bulk distribution main capacities, where the existing diameters were known and could be assessed.

The Mtubatuba Water Supply Scheme covers the towns of Mtubatuba and St Lucia. The demographics and water demands for the Mtubatuba Supply area: ➤ Household growth year 2015 to 2045 is from 12171 to 20628 households and a movement/migration of LOS as indicated achieving 48% YC supply by 2030.

- The 20-Year (2035) GSPD (Gross Summer Peak Demand) is 18.4 MI/day.

The infrastructure capacity and upgrade requirements can be summarized as follows:

- The WTW and storage available is adequate for the ultimate demands at 2035,
- The abstraction licence needs to be increased to cater for the additional future demands. Distribution upgrades required are:
 - 400mm diameter 3 km bulk to kwaMsane.
 - 600mm diameter upgrade from Mtubatuba to Monzi Reservoir
 - 250mm diameter 6 km bulk from Monzi Reservoir to Kula Village.
 - 100 mm diameter 7 km main to Monzi SP Elevated tank.

The Mpukonyoni Water Supply Scheme is a large scheme in the western side of Mtubatuba Municipality. The demographics and water demands for the Mpukonyoni Supply area are summarised as follows:

- Total of 5832 stands that need to receive access to RDP supply (Census 2011)
- Household growth year 2015 to 2045 is from 10815 to 18465 households and a movement/migration of LOS as indicated achieving 48% YC supply by 2030.
- The 20-Year (2035) GSPD (Gross Summer Peak Demand) is 21.2 MI/day.

The infrastructure capacity and upgrade requirements can be summarized as follows:

- The Water registration needs to be increased to year 2035 demand.
- An additional 16MI/day WTW capacity would need to be provided.
- An additional 15MI storage is required,
- Focus must be on the water conservation and water demand management measures

Distribution upgrades required are:

- 500mm diameter 12 km bulk to Mdolomba Reservoir.
- The main supplying uThungulu DM is not known, however, from our calculation, a
- 250mm diameter main is required

Status of Water

Access to water is one of the key challenges facing Mtubatuba Municipality together with the rest of the local municipalities under UMkhanyakude District Municipality. In the whole, Mtubatuba Municipality population has no access to portable water in accordance with the standards as set by the National Department of Water Affairs. The nature of backlog includes the lack of extensive use of boreholes and natural sources of water. None of this is purified. Only 15 228 households benefit from a regional water scheme ranging from boreholes to inside yard water provision. The responsibility for water (water authority and service provider) resides with Umkhanyakude District. Regardless of the above backup the main issue is the very low water table, therefore an alternative is to tap from Jozini Dam and this needs to be explored. As discussed above, there are constant water cuts throughout the municipal area, and this has a negative implication to attracting big investors or factories which require large volumes of water and reliable. The figure above shows depicts households that have access to water in the municipal area and water sourced via a local water scheme accounts for 44% while 36% of houses access water from unreliable water bodies ranging from springs to rivers in 2011. This may be due to increase in property development as well as government subsidised housing schemes in the municipal area.

Main Source of Drinking Water (2016)

Figure: Main Source of Drinking Water (2016)

	PROVINC	MUNICIP				
	KZN	DC27: Umkhanyakude	KZN271: Umhlabuyalini	KZN272: Jozini	KZN275: Mtubatuba	KZN276: New
POPULATION	1106524	68	1720	1982	2021	1166
Piped (tap) water	107666	1	628	22	48	27
Piped (tap) water	82801	3	116	110	79	39
Piped water on	37194	1	2759	75	47	8
Borehole in yard	22159	6340	5619	2	2	2
Rain-water tank in yard	28880	7069	1571	14	25	15
Neighbours tap	51864	8575	4392	13	22	5
Public/communal tap	12886	6164	1118	11	35	3
Water-carrier/tanker	86012	1	1999	43	32	40
Borehole outside yard	63632	1	6384	18	48	27
Flowing	18272	2	2779	127	61	76

Well	4617	391	0	1	1	1
Spring	18431	813	100	26	4	2
Other	12036	2074	573	342	931	227

The table below depicts the number of households with access to piped water in the Municipality in previous census years

Figure: Distribution of Households by Access to Piped (tap) Water and Municipality 1996, 2001 and 2011

Municipality	Piped (tap) water inside dwelling/yard			Piped (tap) water on a communal stand			No access to piped (tap) water		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Mtubatuba	2 149	5 890	17 713	2 032	6 263	6 363	14 065	12 673	10 828

The number of households which have access to water inside dwelling has increased substantially in 2011 recording an increase of 11 823 (200%) while those households which access water via communal standpipes has remained the same. There has not been much improvement for households that have no access to piped or tap water since the water backlog has remained at 31%. This may be caused by a number of existing water schemes that are not functional. The overall access to piped water within yard/ dwelling or from communal stand in 2016 was recorded as 17472.

Water Challenges

In most Mtubatuba wards water infrastructure exists. However, most water schemes are non- functional and where functional, the communities experience continuous water-cuts. This is one the major challenge that the municipal residents face on daily basis where water provision is non- existent.

All 20 wards visited during this phase of the IDP have similar challenges and concerns. It has also been established that the current Indigent register is out-dated.

The district municipality needs to address the water crisis in the municipal area by drafting a plan when water is unavailable to supply the consumers with water tankers whilst attempting to find a permanent solution.

Central to the success of any intervention by the district is constant communication with its local municipalities and residents. Such plan would need to be monitored and reviewed to ensure its effectiveness. The continuous water-cuts and non-functional water schemes need to be resolved as a matter of urgency.

In addition to the above, the old water pipes and reticulation has great leaks in some residential areas of Mtubatuba, Indlovu Village and KwaMsane. Pipes are being vandalised where the scheme is non-functional and water is illegally tapped off. The District Municipality must develop a plan earmarked to reduce non-functioning water schemes as a priority.

Figure: Map Percentage of Population with Access to River Streams

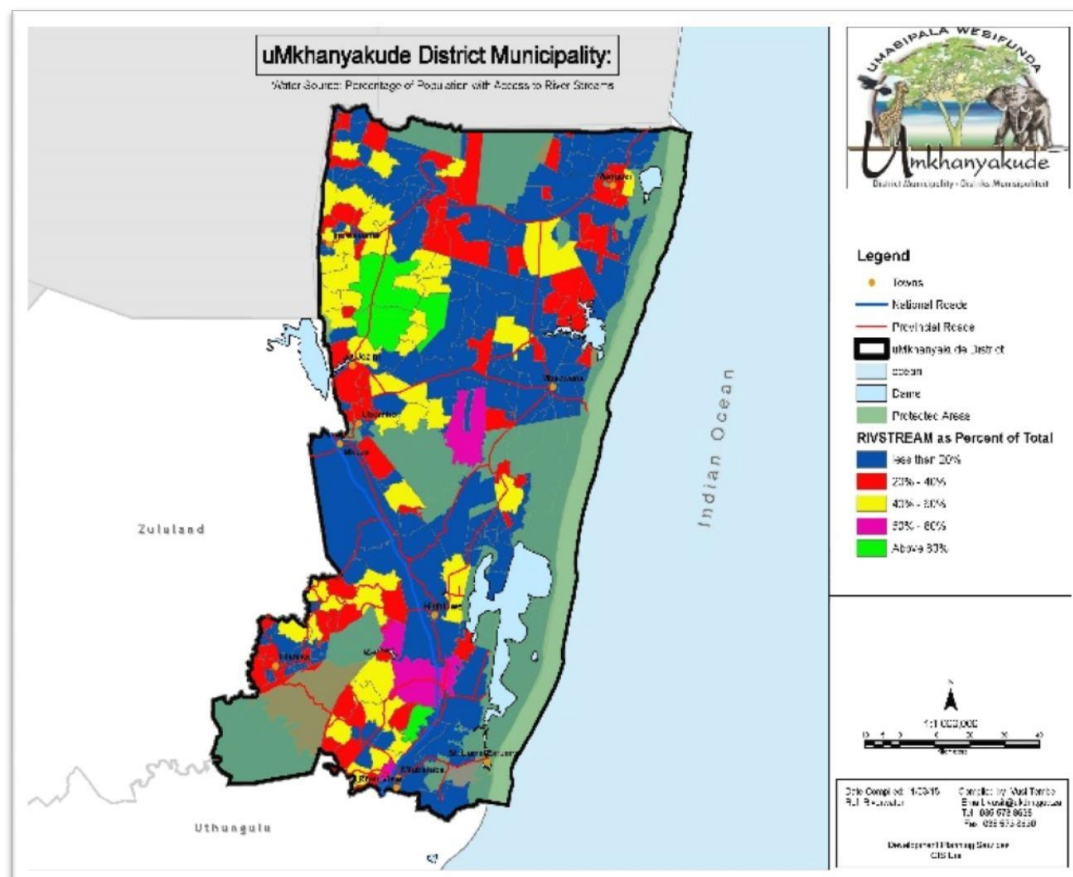
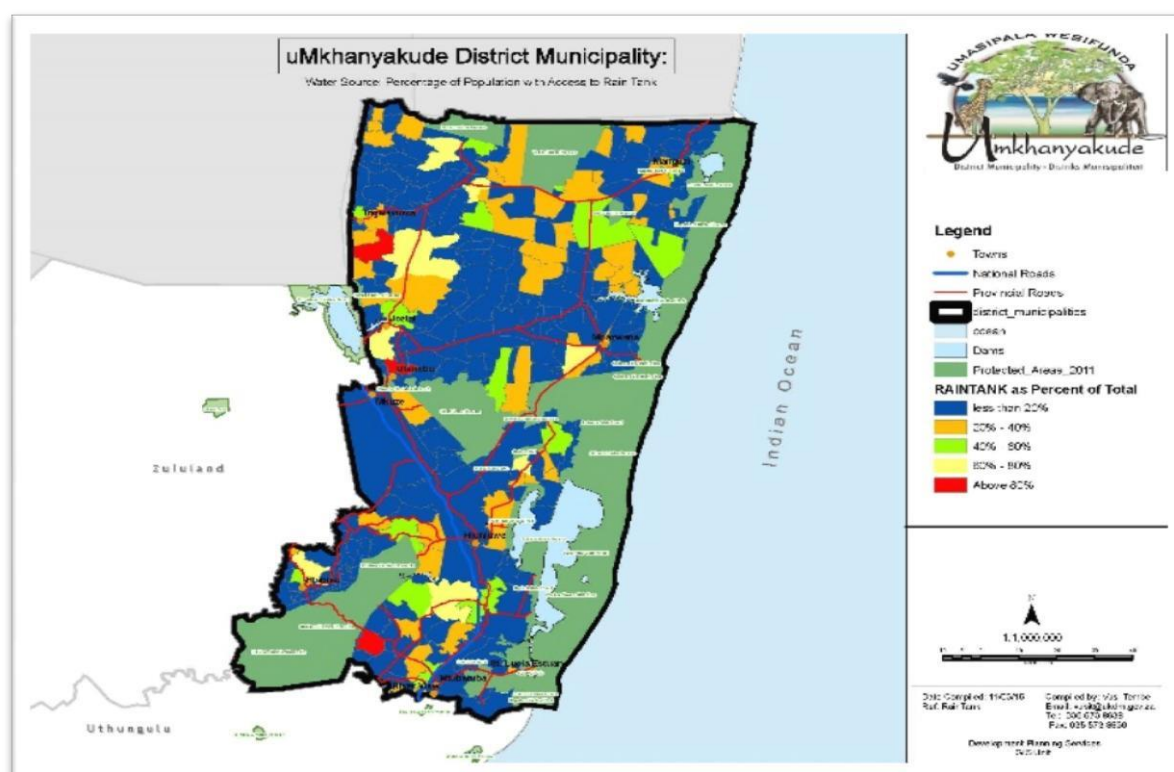


Figure: Percentage of Population with Access to Rain Tank as Source of Water



Infrastructure Project Development

All projects have been prioritised using a combination of weighting criteria - Strategic Importance; Extent of Cost Ratio; Per Capita Consumption (l/capita/day); Non-Revenue Water; Functional Criticality of Scheme; Institutional Capacity; Available Co-funding; and Implementation Readiness. Furthermore, the location of the project was evaluated by identifying 1) the associated per capita cost, 2) the percentage of people who are currently unserved within that project footprint, and finally the per capita daily demand (l/c/d). A high per capita daily demand would signal a large number of households who currently have a reasonably high level of service and are therefore less of a priority than areas which are completely unserved.

5.1.2 Status of Sanitation

The majority of residents in the municipal area have no access to formal sanitation and either use pit latrines or have no form of sanitation at all. This accounts for 41% in 2011 and the situation has serious health implications as the area is also prone to sicknesses related to diarrhea etc. However it is encouraging to note that compared to 15% of the population in 2001, who had access to flush toilets in 2011 there is an improvement of approximately 5% and now accounts for 20% access to flush toilets.

Figure: Distribution of Households by Type of Toilet Facility and Municipality-2001, 2011 and 2016

Municipality	Flush or Chemical Toilet			Pit Latrine			Bucket Pit Latrine			None		Ecologic
	2001	2011	2016	2001	2011	2016	2001	2011	2016	2001	2011	2016
UMkhanyakude	18 050	37 624	45813	24 474	58 061	82572	1 385	1 594	1449	57 654	23614	1054
Mtubatuba	6 250	10 170	14115	8 253	13 518	23034	610	275	17	9 713	6 458	37

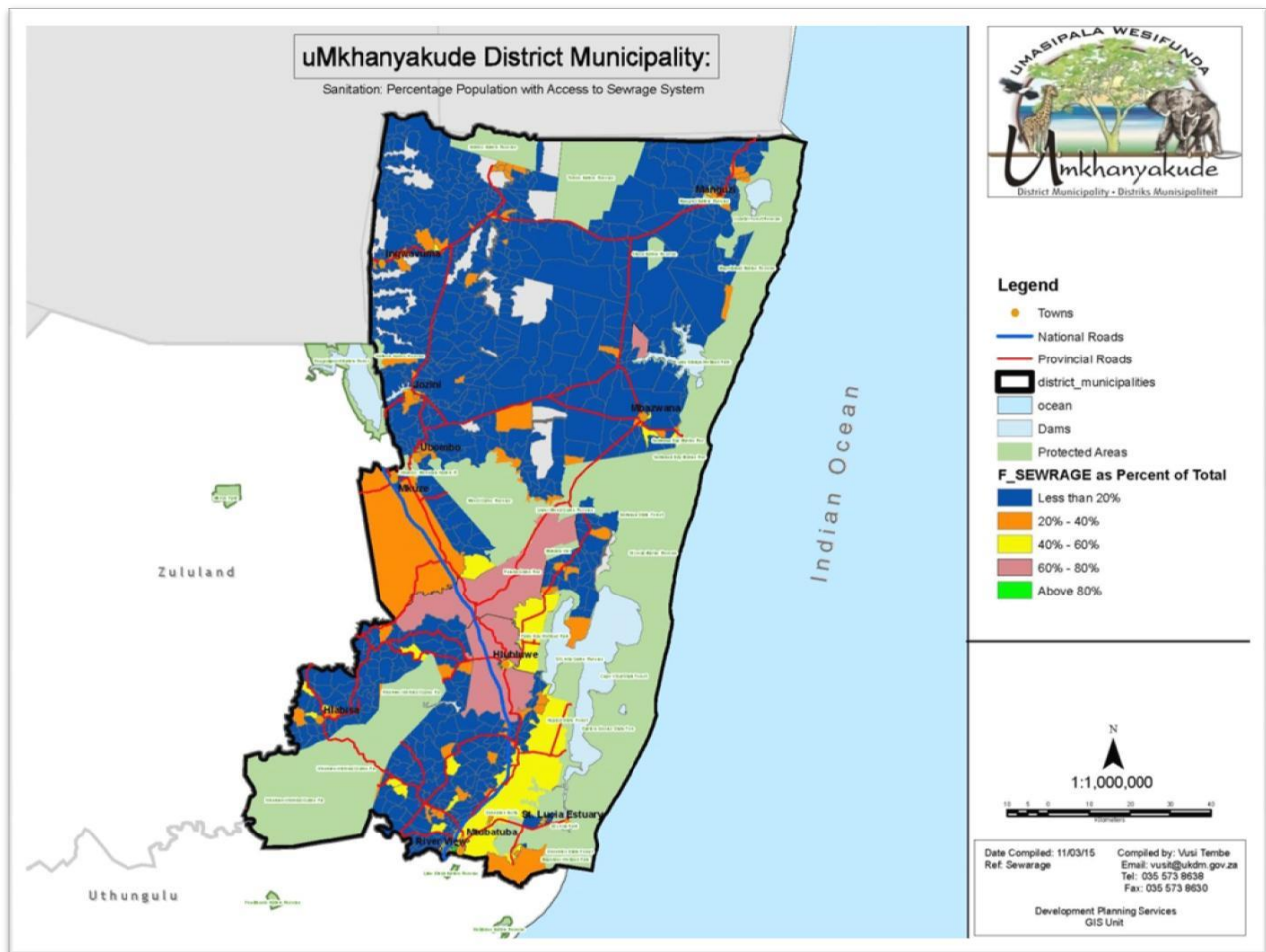
Community Survey (2016)

In the 1996 Census, Mtubatuba Municipality accounted for 62,8% for the households using flush or chemical toilets of the entire Umkhanyakude District. However in 2001 it accounted only 34.6%, while in 2011 Census it recorded 27% of households using flush toilets. This indicates that Mtubatuba has been stagnant in providing flush toilets to its households while other municipalities within Umkhanyakude have continued to provide flush or chemical toilets. Households who are still using Pit Latrines in 2001 were 8 863 while in 2011 the number has increased to 13 793. Those households who do not have access to any of the two have decreased by 3 255 in 2011 to 6 458. The District municipality has sanitation plans to decrease the backlog which are outlined in the Projects Section of this document. The Community Survey (2016) revealed that the Mtubatuba municipality accounts for 30% of households with flush toilets, an increase since 2011. Ecological Toilets refer to urine diversion or enviroloo. The provision of toilet facilities has improved in the Municipality since 2011.

Sanitation Challenges

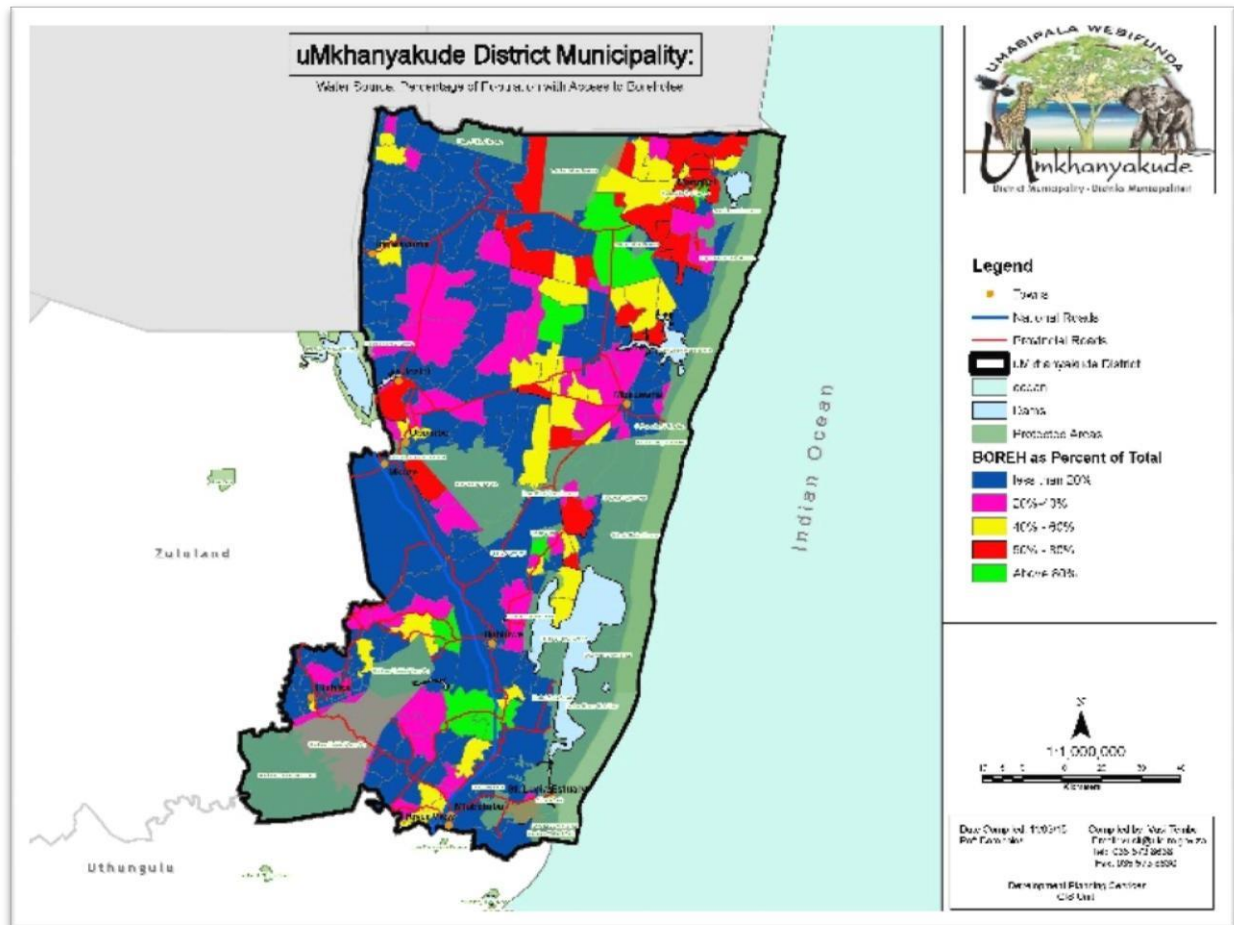
The majority of Mtubatuba Municipality residents indicated that they do not have access to ablution facilities. Provision of sanitation facilities within Mtubatuba municipal area should be prioritised by the service authority in order to reduce the backlog.

Figure: Map Showing Percentage of Population with Access to Sewerage Systems



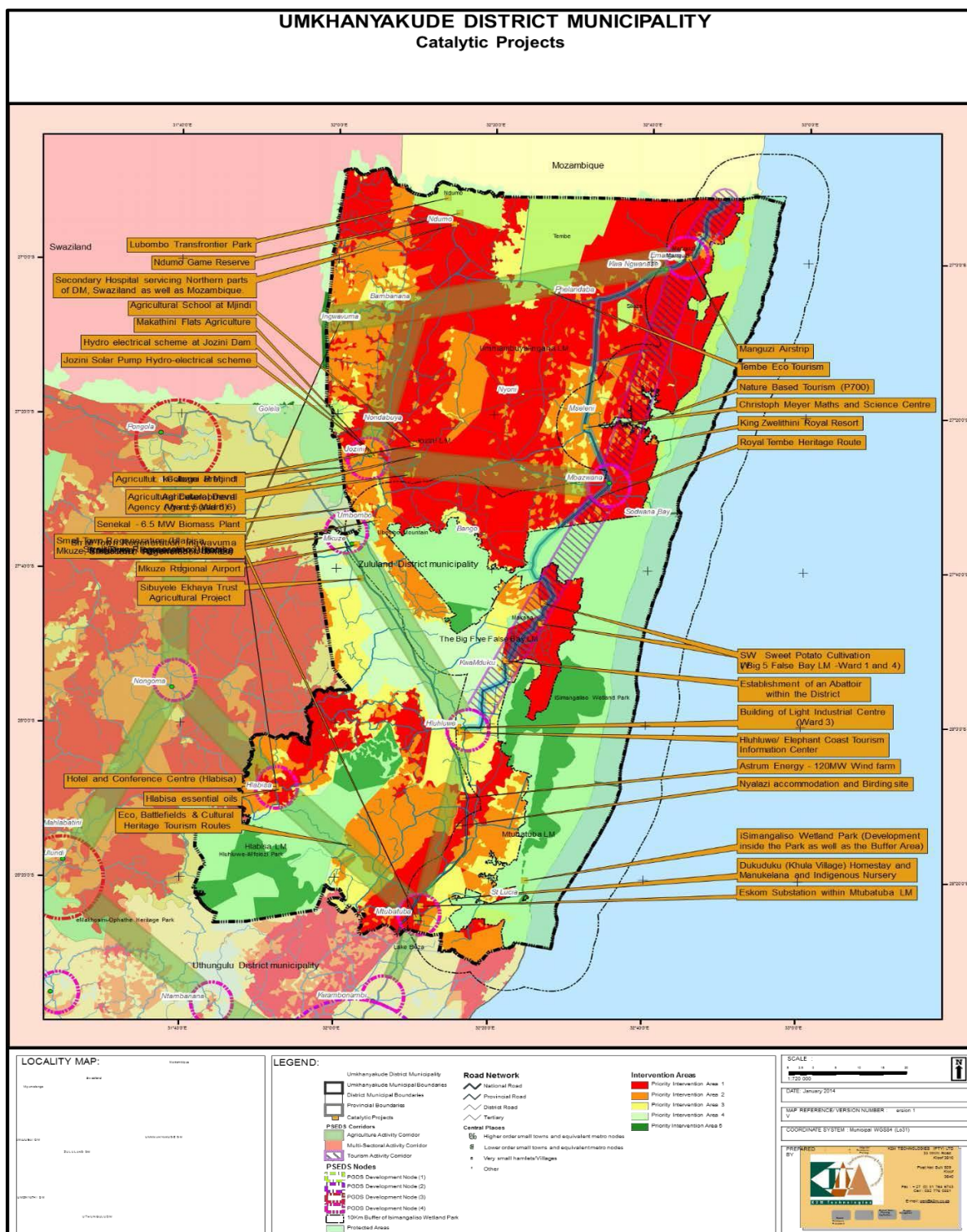
5.1.3 Proposed Water Projects Map

Figure: Proposed Water Projects



5.1.4 Proposed Projects for Water and Sanitation Projects Maps

Figure: Conceptual Plan for Regional Bulk Supply



CONCEPTUAL PLAN FOR REGIONAL BULK SUPPLY

The map displays the following municipalities and areas:

- MANYISENI
- ISIHLANGWINI
- MTONJENI
- JOZINI NORTH
- NONDUBUYO
- QONDILE-GUJINI
- JOZINI SOUTH
- HLABISA SOUTH
- MPUKONYONI
- HLUHLUWE PH 1
- HLUHLUWE PH 2
- HLUHLUWE PH 3
- HLUHLUWE PH 4
- MDLETSHI
- MBILA
- MBAZWANA
- MSELENI
- MPHOMENI
- KWAZIBI
- KWANGWANASE
- PHELANDABA
- ENKHANYEZINI
- SHEMULA

Legend

- Proposed Bulk Line
- Jozini Dam
- Local Municipality

Legend

Existing Schemes

- ENKHANYEZINI
- EZIBAYENI
- HLUHLUWE
- HLUHLUWE PH 1
- HLUHLUWE PH 2
- HLUHLUWE PH 4
- HLUHLUWE PH 3
- ISIHLANGWINI
- KWANGWANASE
- MBAZWANA
- MBILA
- MDLETSHI
- MPHOMENI
- MSELENI
- MTONJENI
- NONDUBUYO
- PHELANDABA
- QONDILE-GUJINI
- SHEMULA
- MPUKONYONI

Legend

Proposed Schemes

- HLABISA SOUTH
- JOZINI NORTH
- JOZINI SOUTH
- KWAZIBI
- MANYISENI

Legend

Proposed Bulk Line

Jozini Dam

Local Municipality

Legend

Existing Schemes

ENKHANYEZINI

EZIBAYENI

HLUHLUWE

HLUHLUWE PH 1

HLUHLUWE PH 2

HLUHLUWE PH 4

HLUHLUWE PH 3

ISIHLANGWINI

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MBILA

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Local Municipality

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Existing Schemes

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EZIBAYENI

HLUHLUWE

Additional Projects to Address Backlogs **Figure: Additional Projects to Address Backlogs**

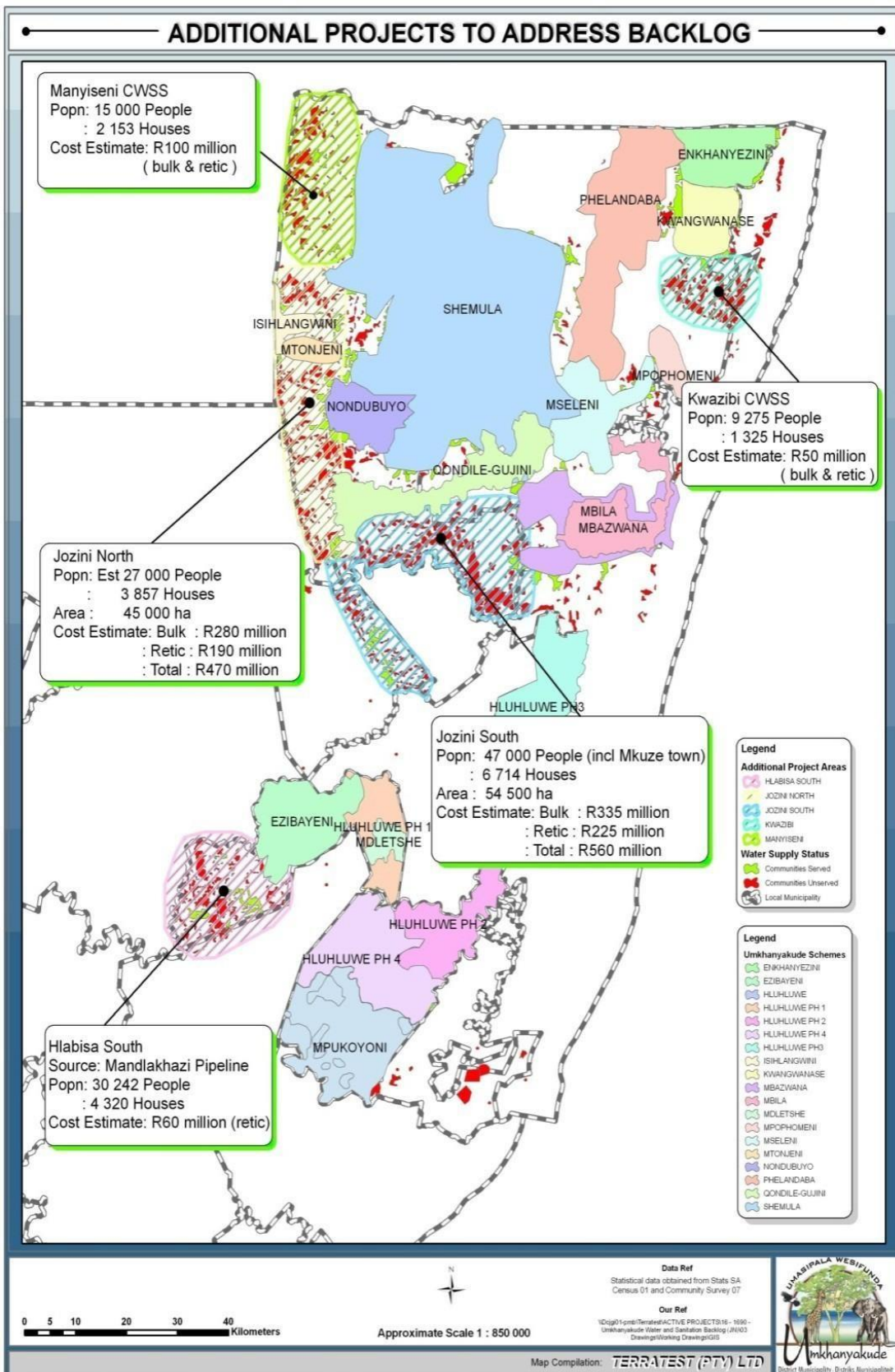
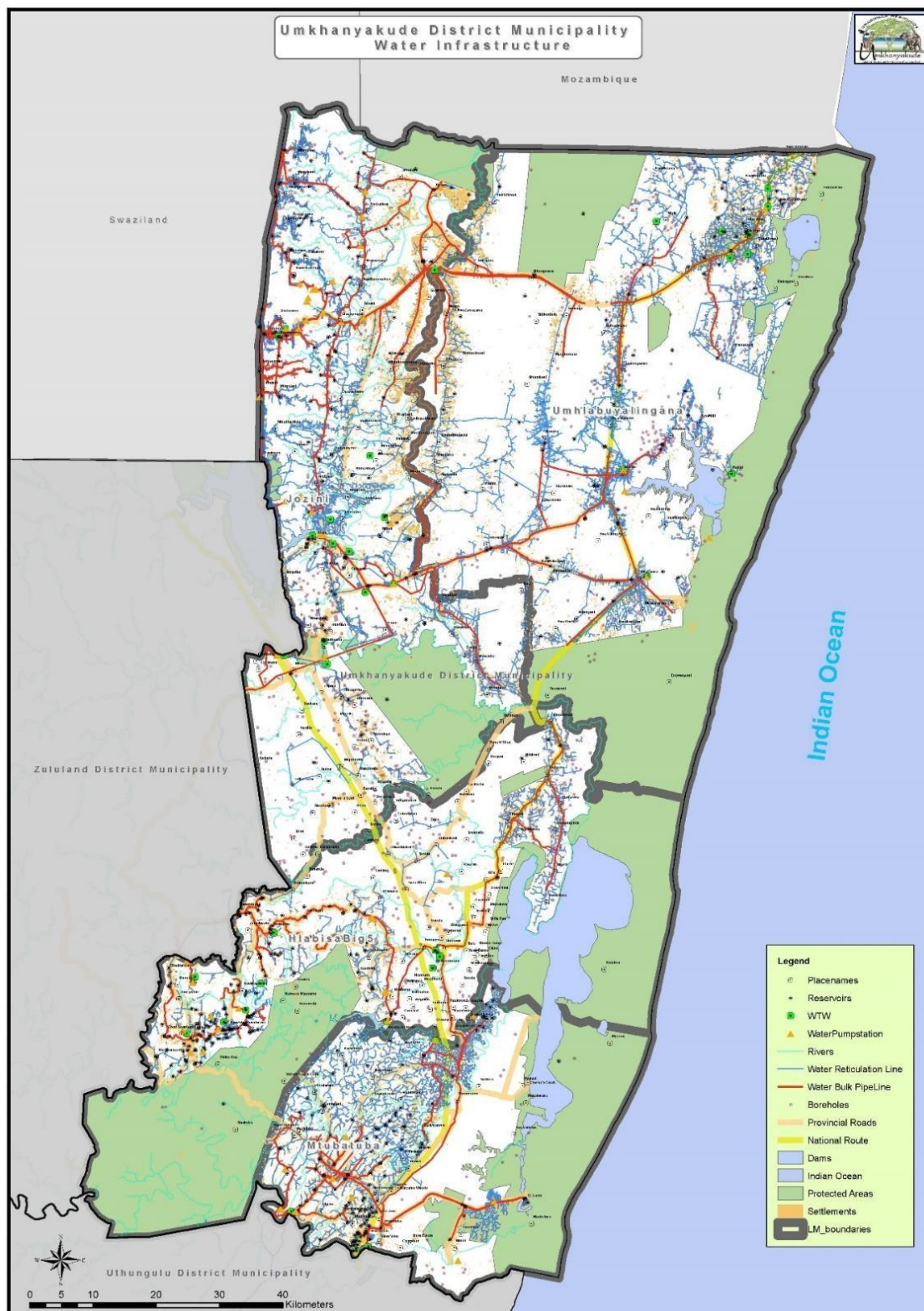


Figure: Water Service Lines within the District



5.1.6 Municipal Co-ordination of Development Activities

Mtubatuba Municipality has endeavoured to co-ordinate its developmental activities with relevant sector departments and service providers. Working from the premise that the primary role of the Municipality is to facilitate the delivery of services to its communities, it is crucial for the Municipality to understand the extent to which households in its areas of jurisdiction have access to the various services that are essential for the livelihood.

The Umkhanyakude District Municipality has established a Technical Infrastructure IGR in which all technical directors of the local municipalities partake and interrogate issues that pertain to water and sanitation.

Umkhanyakude District Municipality MIG INFRASTRUCTURE Projects 2020/21

NO:	PROJECT NAME	BUDGET YEAR	AMOUNT
1	Mpukunyoni Community Water Supply Scheme: Remedial works and Upgrade (AFA) MIS 240168	2020/21	R 2 326 198,01
2	Bulipeline from Mtubatuba Heights Reservoirs to KwaMsane Reservoirs	2020/21	R 536 226,00
3	Refurbishment & Upgrade of Water Works and Sewer Pipeline in Umtuba L.M	2020/21	R 20 655 777,05

CHALLENGES & PROPOSED INTERVENTIONS

Southern Region

The scheme is divided into 2 Water Treatment Works, both abstracting off the UMfolozi River;

1. **Mtubatuba**

2. **Nkolokotho**

- The Mtubatuba Supply Area includes Mpukunyoni, Nordale, Mtubatuba town, St Lucia, Dukuduku, KwaMsane and Ndlovu Village, with an average SIV of 17 ml/day
- Total backlog of 8 521 stands that need to receive access to RDP supply
- The capacity of the treatment works of 20Ml/day is sufficient for the current demand. The treatment works is currently producing 10Ml/day, which is inadequate
- Due to 3,5Ml/day losses between Bhoboza to KwaMsane, water is currently rationed in these areas – Mitigation plan underway but short funded (AFA in progress)
- The 20 year (2035) GSPD (Gross Summer Peak Demand) is 35 Ml/day.

Operational Challenges:

- Low yields from the uMfolozi river (**Source is a major challenge**)
- Frequent pipe breakages along 160mm AC bulk line between Bhobhoza and KwaMsane reservoirs
- High internal leakage rate especially in Ndlovu village
- Lack of reticulation within Nkodibe, Somkhele, etc
- Lack of maintenance being carried out at plant
- Reservoirs in poor condition due to not being scoured (**High maintenance costs**)
- When correct pressure is experienced, bursts occurs on aging infrastructure (**Poor pipe designs, incorrect pipe class used**)
- This is a Community water supply scheme, that supplies water to the Mpukunyoni Tribal Authority (TA) area to the west of Mtubatuba town, in the southern part of UKDM
- The scheme supply area is home to approximately 66 500 people (2015) in 11 400 households, and growing at 0,9% per annum

5.2 SOLID WASTE MANAGEMENT

5.2.1 Waste Collection Services

Waste in South Africa is currently governed by means of a number of pieces of legislation, including:

- The South African Constitution (Act 108 of 1996)
- Hazardous Substances Act (Act 5 of 1973)
- Health Act (Act 63 of 1977)
- Environment Conservation Act (Act 73 of 1989)
- Occupational Health and Safety Act (Act 85 of 1993)
- National Water Act (Act 36 of 1998)
- The National Environmental Management Act (Act 107 of 1998)
- Municipal Structures Act (Act 117 of 1998)
- Municipal Systems Act (Act 32 of 2000)
- Mineral and Petroleum Resources Development Act (Act 28 of 2002)
- Air Quality Act (Act 39 of 2004)
- National Environmental Management: Waste Act, 2008 (Act 59 of 2008)

Mtubatuba Municipality has the prerogative to ensure that all waste related legislation are complied with whilst delivering the service of waste collection and disposal, serious strides have been made towards compliance as far as most of the abovementioned legislations are concerned.

5.2.2 The Status Backlogs, Needs and Priorities for Solid Waste Collection, Removal and Disposal

Only 13.3% of the Mtubatuba Municipality was provided with refuse removal services in 2011. This is an indication that the Municipality is not well provided with refuse removal facilities. According to this table, there is very little improvement as there is an improvement of 2% since 2001.

Figure: Distribution of Refuse Removal – Since 2001 to 2011 and 2016

Municipality	Removed by Local Authority/Private company			Communal/Own Refuse Dump			No Rubbish Disposal		
	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>
UMkhanyakude	7 397	13 443	7443	65 579	96 089	125859	28 587	15 989	13184
Mtubatuba	2 812	5 118	3630	18 505	25 105	37122	3 508	3 448	951

From 2001-2011 the Municipality provided refuse removal services to only 14.7% of its total households. There is an increase in the population and a recorded decrease in refuse removal by Local Authority or private company. There has been an increase in households that undertake communal refuse removal or use their own dump sites. However, there is a significant decrease of 27.5% in the population without access to rubbish disposal services since 2011.

5.2.3 Ownership of Waste Disposal Sites

Currently, the Municipality has 2- landfill sites that are operating legally. The Municipality is looking at putting in place systems to divert waste from landfills for recycling purposes. Currently the collection of recycled waste is done informally. The following projects were planned in the 2018/19 financial year:

- Operational, Maintenance and Transportation of Waste from Nordale Waste Disposal Site to Uthungulu;
- 48 Tonage certificates obtained from uThungulu Regional Landfill Site by 30 June 2018 and 4 Quarterly Reports are prepared and submitted on Operations and Maintenance (volume and classification of waste);
- Monthly Reports on Refuse Removal submitted; CBD (5 X per week), business premises (2 x per week) and Household (1 X per week); and
- Distribution and collection of Refuse Bags to households.
- The Kwa-Zulu Natal Department of Economic Development, Tourism & Environmental Affairs issued a waste management licence to the municipality. The copy of the site licence is attached.
- NB: The municipality is not utilising the waste disposal site illegally, the municipality has challenges to embark on the decommissioning and rehabilitation of this site due to financial constraints. However the municipality currently meets minimum requirement for operation as per the licence
- The MM has mandated senior managers to meet with Mpukunyoni Traditional Authority to discuss issues of land.Q

5.2.4 Landfill Site

Landfill sites are developed and managed by means of the Landfill Permit System, instituted in terms of the Environment Conservation Act (ECA) (Section 20 of Act No. 73 of 1989), which requires that Minimum Requirements are implemented and enforced. The Act states that no person shall establish provide or operate any disposal site without a permit issued by the Minister of Water and Environmental Affairs and subject to the conditions contained in such a permit. This applies to all new and operating sites. Un-permitted closed sites may be controlled in terms of Section 31A of ECA.

The permit holder/ land owner in the case of non-permitted sites is ultimately responsible and accountable for the landfill and any effect it may have on the receiving environment. He may appoint a Responsible Person to operate the site in accordance with the Minimum Requirements. The Responsible Person must be qualified to the satisfaction of the Department of Water and Environmental Affairs and must be capable of understanding and correctly applying the Minimum Requirements.

The Minimum Requirements for Waste Disposal by Landfill, second edition published by the Department of Water and Environmental Affairs in 1998, allows for different classes of

landfill sites based on size, type and potential threat to the environment. Mtubatuba Municipality does not have a properly registered waste disposal facility which complies with the standards of the Department of Water and Environmental Affairs. The Municipality is currently operating one landfill site in Nordale (this site has licence for closure). A Landfill Site in St Lucia was closed on the instruction of the Department of Environmental Affairs due to its location within the wetland park and heritage site.

The current state of waste removal within the Mtubatuba Municipality shows that only 10.5% of the Mtubatuba Municipality is provided with refuse removal service (KwaMsane Township, Mtubatuba Town, Riverview and Nordale) and 14% of the population has no form of waste disposal and this is an indication that the Municipality is not well provided with refuse removal facilities. Furthermore, it is estimated that at least 74% of the community have their own refuse dump, which is not provided by the Municipality and less than 1% have its disposal removed either once or twice a week. The Municipality wishes to extend waste management services to non-serviced areas situated in rural areas. The Municipality is in the process of acquiring land for a new land fill site. The Nordale waste disposal site was granted a five-year lifespan as per the terms of the license.

5.2.5 Integrated Waste Management Plan (IWMP)

It is a requirement of the National Waste Management Strategy (IWMS) and the IDP Process that all Municipalities compile an Integrated Waste Management Plan. This has resulted in the establishment of a Project Management Office (PMO) within the Departments of Co-operative Governance and Traditional Affairs (CoGTA) that with the assistance from the Municipal Support Agent (MISA) will co-ordinate and monitor the process to achieve the set services delivery targets.

The Municipality has a council approved Integrated Waste Management Plan in place and is being implemented. However, there is minimal progress due to financial constraints to implement projects listed on the objectives of the IWMP. The IWMP is attached for your perusal. The municipality is requesting Intervention from COGTA, MISA & other Sector Departments with the implementation of the IWMP.

5.2.6 Waste Diversion

Mtubatuba Municipality has considered and recognised the immense potential value that is derivable from waste diversion. The Municipality has thus decided to explore this potential by, *inter alia*, developing a system for waste recycling to Khula Buy Back Centre. It is envisaged that in line with the spirit of waste diversion, the following shall form part of the

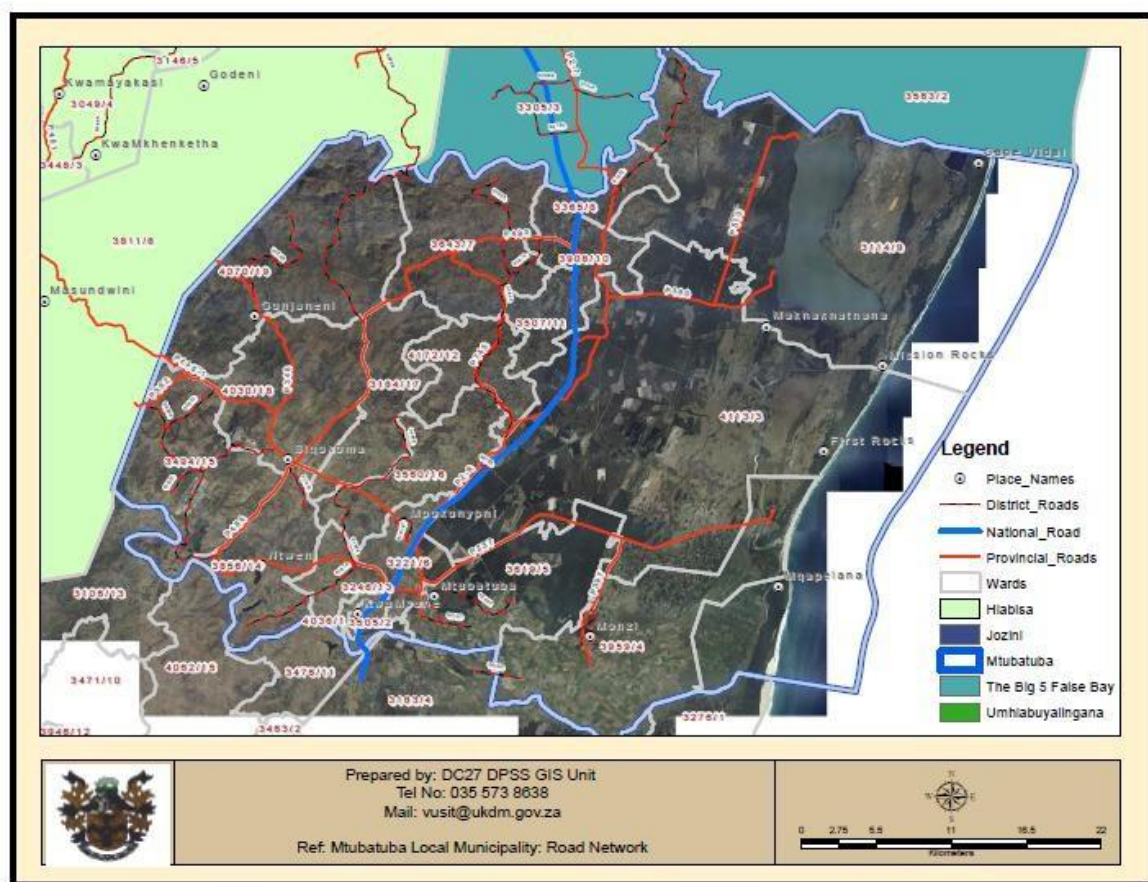
processes: waste recycling, waste reduction, waste re-use and separation of waste products. Waste diversion shall ensure a longer term for the landfill sites.

5.3 TRANSPORT INFRASTRUCTURE

5.3.1 Existing and Future Transport Infrastructure

The surrounding towns, national and major district routes are depicted on the map below.

Figure: Major Distribution Road Network



Roads

The roads hierarchy within the municipal area can be divided in three major categories, including National roads; Provincial roads; and District and local roads. The primary routes include the national routes that exist within the area and few strategic provincial routes. The secondary and tertiary routes are mainly the provincial and district roads that exist within the area. The road networks provides an important social and economic infrastructure crucial for the flow of goods and services and therefore to the general development of the Municipality. National Roads

The Mtubatuba Municipality enjoys easy access to the N2 national road, which cuts the Municipality almost in half with the Mpukunyoni Traditional Authority area being on the west, while the traditional Mtubatuba Municipal areas is on the eastern side.

N2 is a primary transportation corridor that links the Municipality with other local municipality, other regions within the province of KwaZulu-Natal. Similarly, N2 links Mtubatuba with Richards Bay and Durban, which provides major gateways to export markets.

Provincial Roads

Mtubatuba boasts the key provincial main road linking N2 and other strategic locations:

- P237 provides a linkage between Mtubatuba, St Lucia and Eastern shores;
- P397 links St Lucia, Mtubatuba through Monzi to the Mfolozi river in the south. It also provides a potential future link to Mapelane;
- P396 links areas in the south including Riverview across the Mfolozi river to Eteza;
- Another important road is P380 and P510, provides access to Charter's Creek and Fanie's Island area on the St Lucia lake;
- P235-1 and (484 main roads link Mpukunyoni Traditional Authority area with the broader Mtubatuba Municipal area.

District and Local Roads

The road network in the municipal area is very poor and most areas are inaccessible during rainy days (roads are slippery). Most access roads have no gravel and even the roads with gravel, there is no or lack of maintenance. Some members of the community have to leave their vehicles far away as they cannot access their places of residence due to slippery surfaces. This poses a serious challenge in terms of motor vehicles being vandalised or stolen because of poor road conditions.

The Mtubatuba municipal area has large rivers such Mfolozi, Nyalazi etc. and communities in close proximity to these areas find it difficult to connect because of lack of bridges or causeways to cross the rivers, especially when there is rain.

5.3.4 Institutional Responsibility for Transport Infrastructure

The institutional responsibility for transport infrastructure is categorized as national, provincial and local on maps. The KZN Department of Transport has a Rural Road

Transport Forum Structure that works together with the Municipality in planning their programmes and projects. The Review of the Road Maintenance Plans of DoT, DM and Mtubatuba Local Municipality is done in order to ensure a well maintained road network, improved accessibility and full alignment. The RRTF members also participate in municipal meetings. The Department of Transport provides the Municipality with its 3- year programme for implementation for inclusion in the IDP.

5.3.5 Responsibility of the Provision of New Roads and Related Facilities

Mtubatuba Municipality has a plan in place for the provision of new roads and related facilities. In addition to the aforesaid plan, the Municipality has an Operational and Maintenance Plan to cater for both existing and new roads as well as public transport to include taxi ranks, bus stops and storm water drainage.

5.3.6 Plan for the Provision of New Roads, Operations and Maintenance for Existing and New Roads

Mtubatuba Municipality has a Comprehensive Infrastructure Plan which is a 5-Year Plan. The plan contains new roads and facilities, operations and maintenance plan for existing and new roads as well as public transport facilities. Fundamentally, this is the plan that informs the Municipality with regards to which projects require implementation.

5.3.7 Integrated Transport Plan as Mtubatuba Municipality's Responsibility

Mtubatuba Municipality is a category B Municipality as described in Section 155(1) (b) of the Constitution of the Republic of South Africa 1996. Due limited capacity, the Municipality is being assisted by the Department of Transport to develop the LTP. The municipality will have a draft by 30 June 2019. The Municipality does not currently provide a link to the Integrated Transport Plan

5.3.8. Link to the Integrated Transport Plan

Transportation Analysis

The Provincial and National Route (N2) are the Primary transportation routes that traverse the Municipality to an east and west direction within the district. P235 Corridor is one of the new provincial northern east-west linkage which has been proposed to connect the Municipality with the surrounding municipalities such as Hlabisa and Nongoma Municipality. Communities at the outer- skirt uses P484 route which run from Mtubatuba Town through Bhoboza via Isinamuva to Somkhele node. P495 development corridor is a continuation of P484 corridor. It runs from Somkhele Node in a north-south direction to

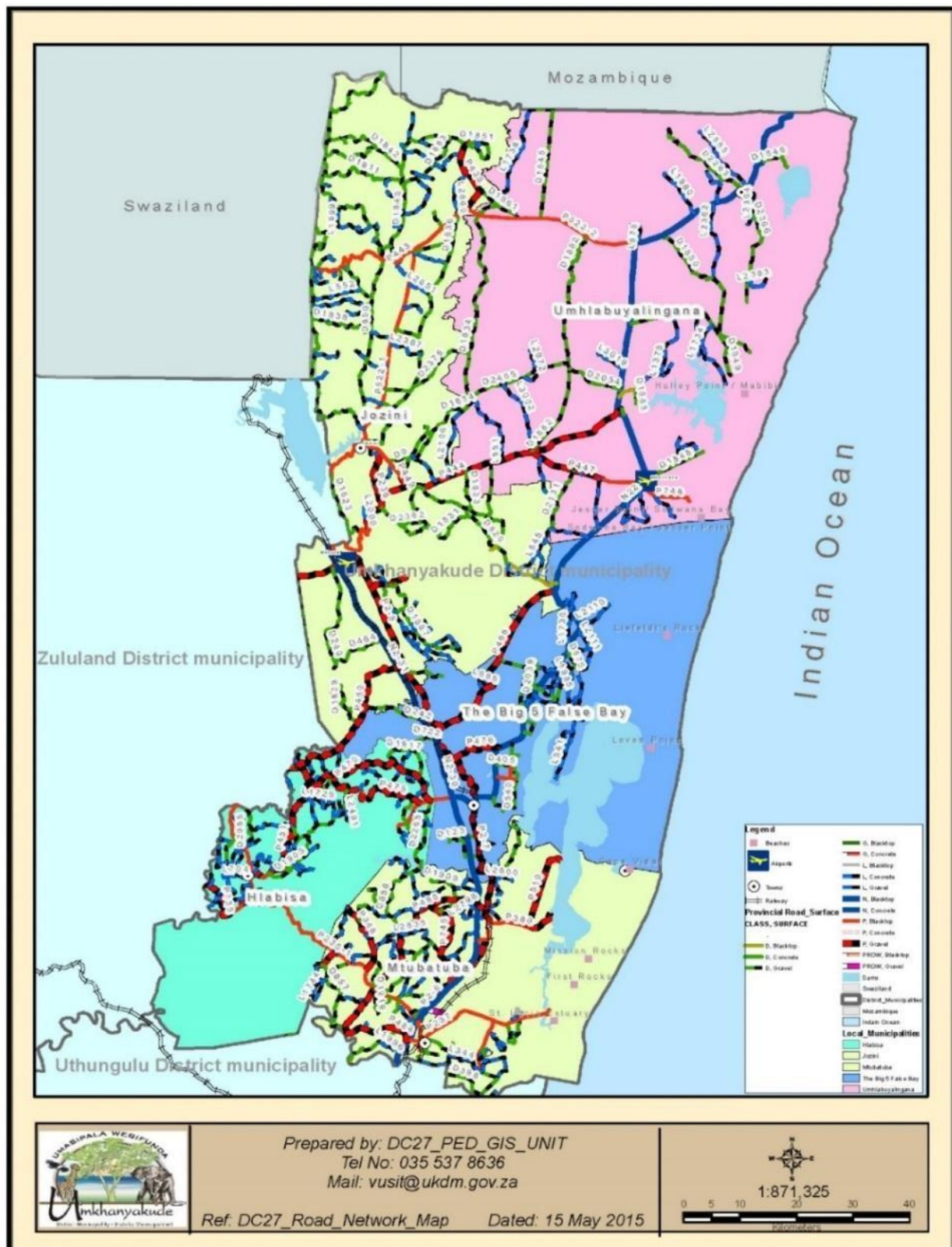
Mfekayi Secondary Node. P2-7 runs almost parallel to the N2 and the railway line in a north-south direction. It serves the main access route to KwaMsane and connects this township to the surrounding areas such as Ndlovu Village.

Operations and Maintenance for Roads and Transportation

The municipality has an updated road maintenance action plan, which entails pre-planning forecast on priority work to be done on road maintenance, storm water maintenance and building maintenance. All repairs are entered into a maintenance register. It is then maintenance register that informs the monthly report and the monthly reports feeds into the SDBIP.

The municipality is therefore in the process of updating the 5 year road master plan that The Municipality has an operations and maintenance plan in place approved by the council and budgeted for. The IDP situational analysis is reflected via maps critical road, rail, public transport needs and linkages, as well as the status, of these (I e. Existing and upgrade needs, non-existent and those new needs that need to be developed).

Figure: Umkhanyakude Transportation Network



Urban Roads Routine Maintenance & Rehabilitation

Location	Road Name	Length (m)	Width (m)	Remedial Activity	Estimated Budget	Status
Riverview	Church	677	5	Resurfacing	R 1 523 250.00	5%
	Flood Lane	579	4.5	Resurfacing	R 1 172 475.00	0
	Sycamore	794	4	Resurfacing	R 1 429 200.00	0%
	Yellowwood	95	4	Resurfacing	R 171 000.00	0%
	Road 11	134	4	Resurfacing	R 241 200.00	0%
	Spurwing	276	4	Resurfacing	R 496 800.00	0%
	Tambotie	158	4	Resurfacing	R 284 400.00	0%
KwaMsane	Bongani	550	6	Resurfacing	R 1 485 000.00	0%
	Indlovu	103	5.5	Resurfacing	R 366 300.00	0%
	Nkonjani	160	5.5	Resurfacing	R 396 000.00	0%
	Nomathiya	580	7	Resurfacing	R 1 827 000.00	0%
	Pira	116	6	Resurfacing	R 313 200.00	0%
	Somkhele	1026	6	Resurfacing	R 2 770 200.00	50% Completed
	Impala	844	5.5	Resurfacing	R 2 088 900.00	0%
Mtubatuba town	Inkosi Mtuba road	100	10	Resurfacing	R 450 000.00	100 % Completed
	Mkhuhla road	450	6	Resurfacing	R 1 215 000.00	0
	Cottenwood	682	5.5	Resurfacing	R 1 687 950.00	0
	Jacaranda	515	7	Resurfacing	R 1 622 250.00	10%
	Mimosa	320	6	Resurfacing	R 864 000.00	20%
	Ebony	587	4	Resurfacing	R 1 056 600.00	20%
	Palm	140	4	Resurfacing	R 252 000.00	5%
	Jan Smuts	288	7	Resurfacing	R 907 200.00	0%
TOTAL					R 22 619 925.00	

5.4 DEPARTMENT OF TRANSPORT PROJECTS

DOT DECLARED NETWORK OF DC27

DISTRICT	Municipality Name	Blacktop	Concrete	Gravel	Grand Total
DC27	Big Five Hlabisa	97		804	901
	Jozini	151	4	1 122	1 277
	Mtubatuba	90		634	723
	Umhlabuyalingana	55		643	698
Grand Total		393	4	3 202	3 599

UPDATE ON COMPLETED CAPITAL PROJECTS

Project	Activity	Total km	Local Municipality	Total Cost Estimate	Project Duration	Status
eSiyembezi Access Road	Road	12	Mtubatuba	R 6 Million	3yrs	The project has been successfully completed in the 2012/2013 financial year.
Lower Nyalazi River Vehicle Bridge	Bridge	-	Mtubatuba	R 16 Million	1yrs	The project commenced in November 2012 and was completed in November 2013.
P237 Capacity Improvement Mtubatuba to St Lucia	Road	23,04	Mtubatuba	R 19,2 million	1yrs	The project has been successfully completed in the 2017/2018 financial year.

UPDATE ON REHABILITATION PROJECTS

Project	Activity	Total km	Local Municipality	Location & Ward No	Budget 2019-20	Total Cost Estimate	Project Duration	Status
P235-1	Rehab (KM 0+00 to KM 47+31)	47,3	KZ275		R 257,229 million	R 257,229 million	18 months	Project in planning and is a multi year. Project will be completed in 22/23 FY
P397	Light rehab (KM 0+00 to KM 10+20)	10,2	KZ275		R 40,609 million	R40,609 million	8 months	Project in planning and is a multi year. Project will be completed in 20/21 FY
P237	Rehab (KM 0+00 to KM 15+00)	15.0	KZ275		R 146,105 million	R146,609 million	9 months	Project in planning and is a multi year. Project will be completed in 20/21 FY

5.4 ENERGY

5.4.1 Electricity Energy Provider

While all formally developed parts of the Mtubatuba Municipality are supplied with reticulated electricity from the Eskom power grid (areas including Mtubatuba, St Lucia, KwaMsane, Riverview, Nordale, Khula Village and Monzi), the bulk supply has reached constrained levels (full capacity). It is expected therefore that the current state of affairs will restrict further development, unless bulk infrastructure is urgently upgraded. A separate document from Eskom showing backlogs, completed and planned projects is attached. The Municipality is considering to apply as an electricity provider.

Mtubatuba Municipality is the electricity/energy provider to its communities. Yet the source of electricity for Mtubatuba Municipality is via a connection to the Eskom grid or non-grid electricity

Figure: Project Status: Sub-Transmission Strengthening Projects

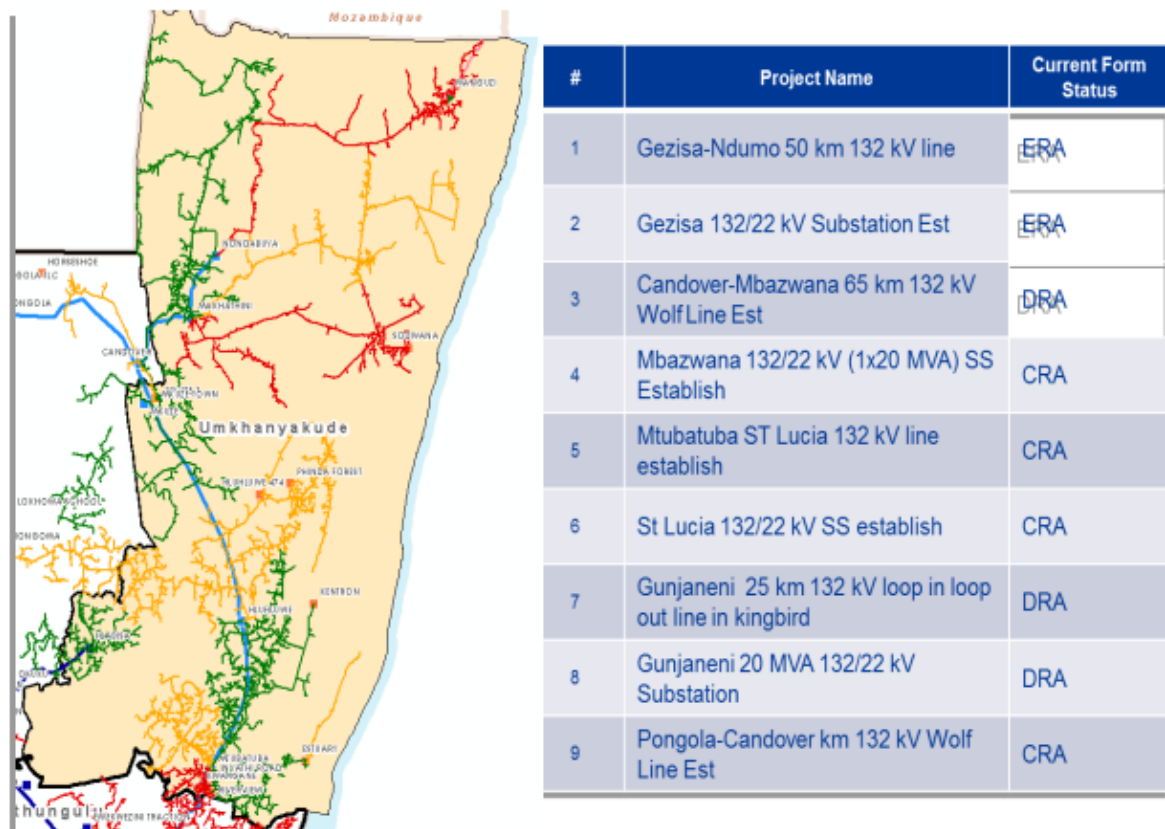
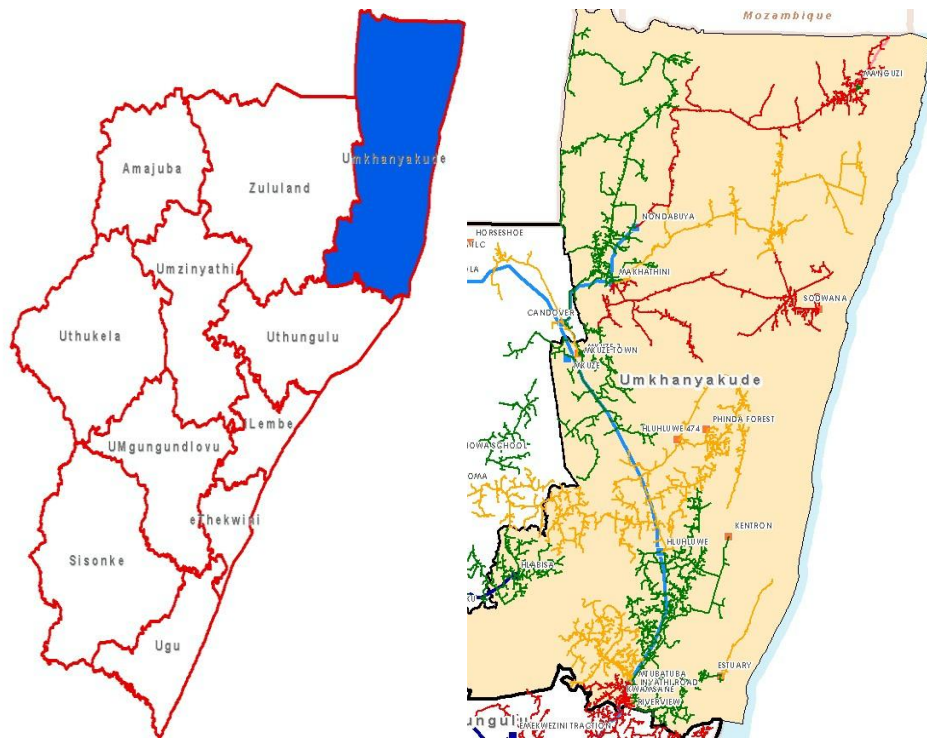



Figure: Energy Projects - Sub Transmission Strengthening Projects



 Opportunity Networks

 Moderate Networks

 Normal Networks

ESKOM CURRENT PROJECTS FOR 2019/20

Municipality Code & Name	Project Name	Project Type	Ward Number	Planned conns	Actual Conns	Project Status
KZN275_Mtubatuba	Dukuduku/Zwenelisha #2	Households	3	868	0	Awaiting design packages
KZN275_Mtubatuba	Bulk Extensions	Extensions	Various ward	867	0	Project in construction
KZN275_Mtubatuba	Mtubatuba Ward 18	Households	18	261	0	Construction not started

ESKOM APPROVED PROJECTS FOR 2020/21

Municipality Code & Name	Project Name	Project Type	Ward Number	Planned Connections	Budget
Mtubatuba	Shikishela Island	Household	12	28	R995 933.63
Mtubatuba	Nsolweni #3	Household	19	281	R4 80 488.06
Mtubatuba	Mtubatuba ward 18	Household	18	261	R4 788 682.78
Mtubatuba	Dukuduku / Zwenelisha	Household	04	600	R10 235 328.55
Mtubatuba	Ogengele Extension	Household	17	72	R1 145 880.00
Mtubatuba	Mtubatuba Bulk Extension	Household	05	100	R650 000.00
Mtubatuba	Nsolweni #3	Link line	19	-	R550 000.00
Mtubatuba	Mtubatuba ward 18	Link line	18	-	R671 505.75
Mtubatuba	Dukuduku / Zwenelisha	Link line	04	-	R3 868 110.79
Mtubatuba	Ogengele Extension	Link line	17	-	R2 045 937.41

ESKOM IDENTIFIED PROJECTS

Municipality Code & Name	Project Name	Project Type	Ward Number	Estimated Conns
Mtubatuba	Dukuduku/Zwenelisha #3	Household	3	500
Mtubatuba	Mtubatuba Ward 17 (Isigcino & Ophondweni)	Household	17	261

Mtubatuba	Mtubatuba Ward 13 (Ophaphasi)	Household	13	261
Mtubatuba	Mtubatuba Ward 17 (Isigcino & Ophondweni)	Household	17	261

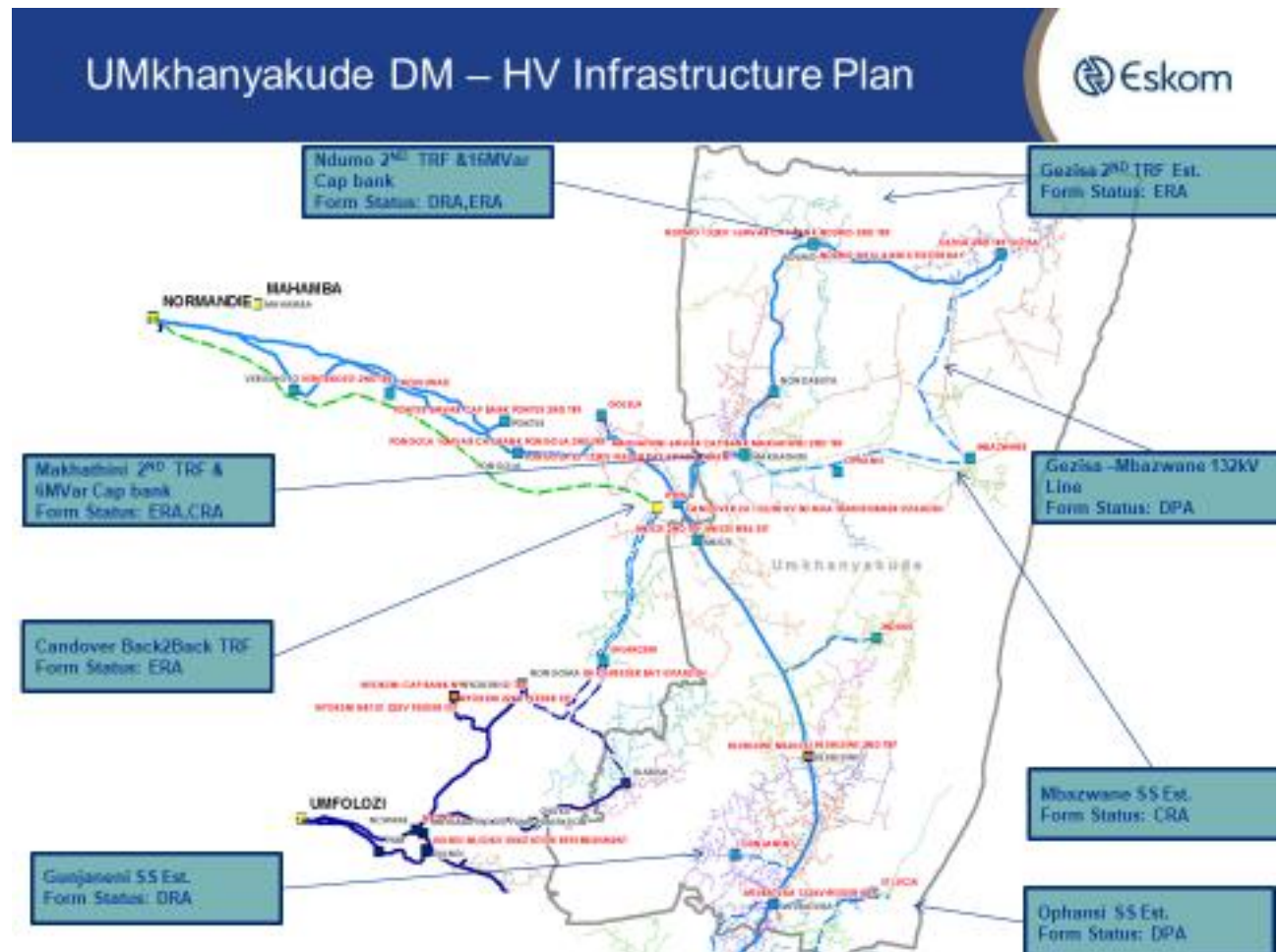
SCHEDULE 5B PROGRESS

Municipality Code & Name	Project Name	Project Type	Ward Number	Estimated Conns
KZN275_Mtubatuba	Nordale, Nkundusi & Nhlazane	2016/2017	834	Construction is 95% complete
KZN275_Mtubatuba	Esiyembeni Electrification	2016/2017	500	Detail design is complete

INEP 2020/21 PROJECTS

Municipality Code & Name	Project Name	Planned Connections	Ward Number	Budget
KZN275_Mtubatuba	Esiyembeni Phase II Electrification	50	15	R1 250 123.00
KZN275_Mtubatuba	Ward 12 Electrification	228	12	R5 700 000.00
KZN275_Mtubatuba	Nyalazi Phase II Electrification	54	10	R1 350 000.00
KZN275_Mtubatuba	Mchakwini Electrification	64	11	R1 600 000.00

ESKOM – UMKHANYAKUDE DM – HV Infrastructure Plan



UMkhanyakude DM – MV Infrastructure Plan

The map displays the UMkhanyakude District Municipality (DM) with its boundaries and major roads. Several yellow-shaded areas indicate specific infrastructure projects. Callouts point to the following projects:

- Ndumo NB11 VR Ext.** Form Status: ERA
- Mbazwana SS MV TIL** Form Status: DPA
- Hluhluwe NB12 & NB15 IC** Form Status: CRA
- Hluhluwe NB12 Line Upgrade** Form Status: DPA
- Mtubatuba NB79 Split & Refurb** Form Status: ERA
- Mtubatuba NB28 Refurb** Form Status: ERA
- Mkuzi NB8 Split** Form Status: DPA
- Hluhluwe NB15 Split with NB20** Form Status: DPA

5.4.2 Energy Sector Plan

Mtubatuba Municipality's energy/electricity plan for 2018/2019 has been adopted by Council and shall be submitted to ESKOM in due course. The Energy Sector Plan that addresses the objectives set out in the IDP as follows:

- Forming linkages with Eskom in implementing the plan

This plan serves as means to communicate the priorities of the municipality and it's people to Eskom

- Provision of access to make job creation possible
- Universal access to electricity by 2019, will improve job creation possibilities.
- Improve Local Economic Development, upgrading of existing electricity in all areas;

Eskom highlighted the following as municipal electricity challenges:

- Mobilising Resources;
- Integrating IDP with Eskom Plans;
- Lack of sector planning from Local Municipalities.

The reviewed Energy Sector Plan will be tabled to Council on the 23 March 2017. Consequently, the energy/electricity services are being implemented in accordance with the said plan, taking into account the approved Budget.

5.4.3 Operations and Maintenance Plan for Electricity

An Operations and Maintenance Plan for Electrification has been drafted for implementation in 2020/21.

5.4.4 Schedule 5.B Projects (DOE Funding)

In line with the Electricity/Energy Plan, Mtubatuba Municipality shall receive funding for the implementation of electricity projects from the Department of Energy.

5.4.5 The Status, Backlogs, Needs and Priorities for Electricity/Energy Services

In 2001 only 45.6% of the population had access to electricity lighting, in 2011 there was a significant improvement of approximately 20% with access to electricity lighting accounting for 65.1%.

Figure: Distribution of households using electricity for lighting, heating and cooking by municipality- 2001 and 2011, 2016

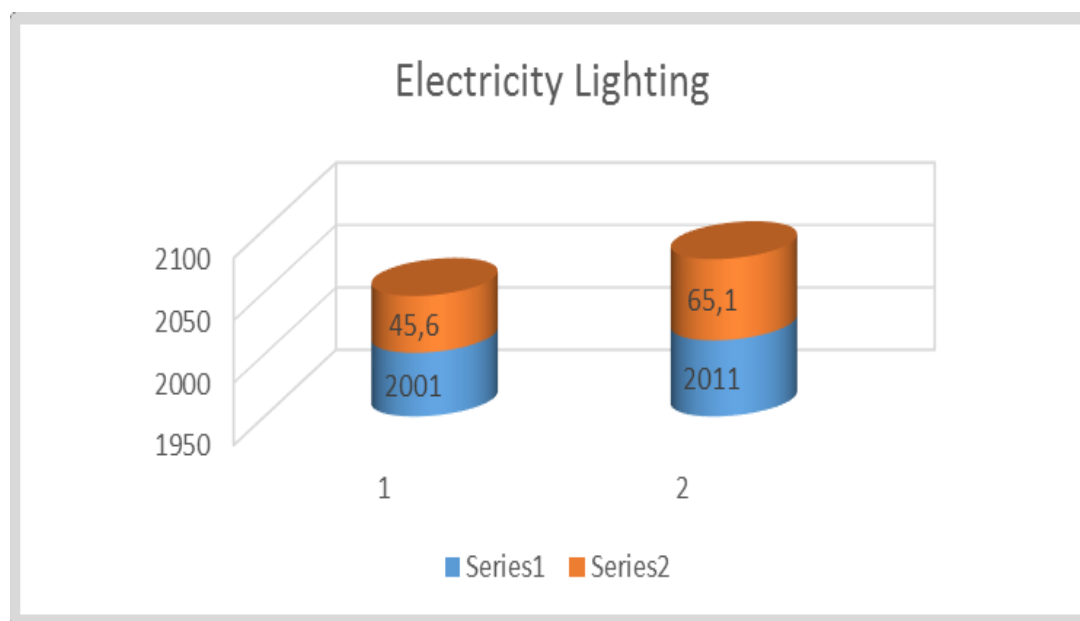


Figure: Distribution of households using electricity for lighting, heating and cooking by municipality- 2001 and 2011, 2016

Municipality	Lighting			Heating			Cooking		
	2001	2011	2016	2001	2011	2016	2001	2011	2016
Mtubatuba	11 009	22 709	35808	6 875	15 074	22237	6 482	19 375	31498

In general, households using electricity within Mtubatuba Municipality has increased in lighting, heating and cooking.

The distribution of households using electricity for lighting from 2011 to 2016 has increased by 36.58%, households using heating has increased by 32% and for cooking an increase by 38%. While the Municipality has excelled in the distribution of electricity to its households, more needs to be done to address the backlog.

Bulk Electricity Infrastructure

While Mtubatuba Municipality has access to bulk electrical infrastructure within its area of jurisdiction, the electricity supply going eastwards from Mtubatuba town to St Lucia is recorded to be oversubscribed. Outages are being experienced on an ongoing basis by Monzi, Ezwenelisha, St Lucia and some sections of the Park. This state of affairs is particularly felt during the December holidays when the Park and St Lucia are often without electricity.

Similar challenges are reported for the KwaMsane Township area, where problems of electricity related to either lack of maintenance and upgrade which lead to power-outages are said to be costing residents thousands of rands each year.

Notwithstanding the above, good progress has been reported with regards to the increase in electricity connections. For example, while in 1996, household access to electricity connections was at a low level of 12%, which increased to approximately 45% in 2001, this has seen further increase to about 60% in 2009. This good performance is regarded as the biggest achievement in the infrastructural development within the Municipality.

Electricity Challenges

Electricity supply in the municipal area is improving however, interventions are still needed. The residents in the KwaMsane Township, for example have had numerous problems with the electricity ranging from lack of maintenance and upgrading of the obsolete infrastructure to power-outages that are costing consumers thousands of rands to repair electrical appliances, and in some cases causing damage to houses.

5.4.6 Municipal Co-Ordination of Development Activities

The Municipality has successfully managed to co-ordinate its developmental activities with relevant sector departments and service providers (Eskom and the Department of Energy). The primary role of the Municipality is to facilitate the delivery of services to its communities. It is therefore imperative for the Municipality to understand the extent to which households in its areas of jurisdiction have access to the various services that are essential for their livelihood.

5.5 ACCESS TO COMMUNITY FACILITIES

5.5.1 Cemeteries

The Municipality has 1 cemetery that is located at Nordale in ward 5. The Basic Assessment Report (BAR), Geotechnical and Hydrotec studies were conducted in the Nordale Waste disposal site and neighbouring sites being the cemetery. The findings prove to say that the area has a high water table and neither suitable for landfill nor cemetery, the study was conducted by Kimopax. The recommendations were such that a new land must be identified for the establishment of a cemetery.

The suitable land that has been identified as an alternative is under Mpukunyoni Traditional Authority & currently the municipality has been unable to secure the land. Hence the municipality has requested the intervention of COGTA with securing the land to establish the new cemeteries.

5.5.2 The Status, Backlogs, Needs and Priorities for Community Facilities

Health

Health considerations form an integral part of spatial transformation and settlement making in Mtubatuba. Provision of health facilities should consider, among other, public transportation and service thresholds, and be located close to activity areas and regular places of gathering. The location of preventively orientated health facilities, such as clinics, in association with primary and pre-primary schools, offers advantages. Preventive functions, such as inoculation and nutritional programmes are best delivered through schools. Where a multipurpose hall serves a number of schools, a clinic may be beneficially located within or adjacent to that hall.

In line with the national planning standards for health facilities, a clinic should be developed for every 6000 households or 5km radius where service thresholds allow. Deep rural settlements should be prioritized for mobile clinic services. Certain parts of Mpukunyoni appear to be poorly provided with such facilities, but do not make sufficient thresholds in this regard. Lower standards should be adopted in some areas as a means to improve access to these facilities. There is a shortage of health facilities in the Mtubatuba municipality. This includes hospitals and clinics

Community Halls

Both open-air public spaces and enclosed spaces such as community halls are important parts of social infrastructure. Community Halls are located in association with public spaces as this will allow for events in one to spill over into the other, or provide alternatives in case of weather changes. Community halls will be located in nodal points only and will be used as multi-purpose centres.

Halls should also be associated with other public facilities, such as schools and markets. Given the limited number of public facilities, which can be provided in any one settlement, it makes sense to concentrate these to create a limited number of special places, which become the memorable parts of the settlement. The number and location of meeting places cannot simply be numerically derived. Rather, it is necessary to create “forum” places, places that over time assume a symbolic significance outstripping their purely functional role. The Municipality will finalise construction of the Kwa Msane civic centre in the 2018/19 financial year.

Education Facilities

The creation of environments, which promote learning, forms an integral part of the settlement- making process. In this respect, learning experience can be enhanced by integrating educational facilities with the broader settlement structure. This can be achieved by locating schools, crèches and adult education centres close to places of intensive activity. The concept of the specialized self- contained school, accommodated on a spatially discrete site and serving only its pupil population, needs a rethink. Schools should be seen as resources serving both pupils and the broader community. In this regard schools can accommodate the school population during the day and, where possible, adult education during the evenings. Similarly, halls and libraries can serve the school population during the day and the broader community during the evening, ensuring 18-hour usage of facilities.

The need for informal school play space can be supplemented by public space adjacent to which the school is located. Formal sports fields can serve both the school and the broader community. In terms of their location, schools should be part of an accessible, settlement-wide system of education facilities. Accordingly, they should be located close to continuous public transport routes. This will make schools sustainable over a longer period, since they will draw pupils from a larger area, thus becoming less susceptible to fluctuations in the local population.

Mtubatuba Municipal Amenities

Halls list and rates

NAME	WARD	HALL HIRE
1. Inkosi Mzondeni Civic center	01	R6300-00
2. St Lucia hall	04	R4 519-50
3. Mtubatuba Town Hall	05	R2168-80
4. Nordale hall	05	R2168-80
5. Arrie Viviers (Small hall)	04	R2168-80
6. KwaMsane Reserve hall	20	R1627-00
7. Indlovu hall	20	R1627-00
8. KhulaNomathiya hall	03	R1627-00
9. Ezwenelisha hall	05	R1627-00
HLABISA HALLS		
10. Zabazendoda hall	07	R747-10
11. Nhlonhlweni hall	08	
12. Nkundusi hall	09	
13. Mfekayi hall	10	
14. Mchakwini hall	11	
15. Banguthuli hall	12	
16. Nomathiya hall	14	
17. KwaMshaya hall	14	
18. Ezimambeni hall	15	
19. Ndonga hall	16	
20. Makhambane hall	16	
21. Gxaba hall	17	
22. Mahujini hall	18	
23. Isolesizwe hall	19	
24. Mpandleni hall	10	

Libraries

The Municipality has 3 libraries in Mtubatuba Town, KwaMsane Township and St Lucia. The services provided are free internet access, free basic computer training, toy and gaming library. There are also services of photocopying, printing, scanning and services for the blind. The Municipality also conducts outreach programmes quarterly. The Municipality has formed a partnership with UNISA to help distance learners. The municipal libraries open six days a week (from Mondays to Saturdays).

The Movement Network and Public Transport

Movement should not be seen as a separate element but as an activity, which occurs within social space. The degree to which it dominates space varies significantly depending on the type of settlement. Public transport is essential in areas that are characterised by low levels of car ownership such as rural Mtubatuba. As far as possible, transformation of rural

settlement into sustainable human settlements should support public transport. Well-located and highly accessible settlements should be allowed to expand and increase in density in order to create sufficient thresholds to support public transport and public facilities.

Higher densities have potential to increase the viability of public transport and should be encouraged along public transport routes. This is critically important as it promotes concentration of activities and gives effect to the notion of nodal development. There is a strong ordering dimension to movement. At all scales, it is necessary to maximise continuities of movement, as this promotes choice and integration. Land uses should be able to respond freely to movement patterns as this encourages diversity and a mix of activities. The Mtubatuba municipality will commence with the construction of a Driving License testing centre in the 2018/19 financial year. The Municipality seeks to develop obtain approval for the 2018/19 financial year, the the DLTC construction specification by-law.

5.5.3 Municipality Co-Ordination of its Development Activities

The Municipality has established an infrastructure committee that deal with all issues relating to infrastructure development so as to co-ordinate the infrastructure projects, challenges and come up with solutions. The committee meets on a quarterly basis and is comprised of relevant service providers such as Department of Sports, Department of Health, and Department of Education etc.

5.5.4 Status of Establishment of Municipal Pound

The municipality has developed joint animal & vehicle pound bylaw and it was adopted by Council during the 2018/19 FY. The bylaw will be gazzeted in the 2019/20 FY.

5.5.5 Taxi Rank

The existing public transport terminal within Mtubatuba is inadequate and the public transport facilities en-route require upgrading. There are two taxi ranks in Mtubatuba LM that are privately owned. The first taxi rank is located in Mtubatuba Mall, this taxi rank services longer distance travelers. The second taxi rank is located in Mtubatuba CBD for both short & long distance routes.

5.5.6 Railway Lines

There is a railway line that passes through Mtubatuba LM that transports different goods from and to the neighbouring Countries.

The municipality plans to improve relations with Transnet in terms of social cooperative investment to benefit local people. Currently the community is benefitting on the Phelophepha train, which is a mobile healthcare hospital bringing much needed medical and educational services to rural communities.

5.6 HUMAN SETTLEMENTS

Mtubatuba Municipality as Housing Developer for Human Settlements

The KwaZulu Natal Department of Human Settlements requires municipalities to prepare the Municipal Housing Sector Plans. This is done against the backdrop that human settlements is a local function, yet it is dependent on bulk infrastructure, co-ordinated and implemented at the district level. As a local municipality, the Municipality is thus the developer for human settlements.

Housing Sector Plan

The Municipality has a draft Housing Sector Plan in place which was reviewed during 2018/19 financial year for implementation in 2019/20 financial year and beyond.

Alignment of Housing Sector Plan to KZN Human Settlements Spatial Master Plan (2030)

The reviewed Mtubatuba Housing Sector Plan has taken into cognisance the KZN Human Settlements Spatial Master Plan and the alignment thereof. Led by the KZN Department of Human Settlements, the Spatial Master Plan shall involve sector officials and practitioners to create a coherent and all inclusive MSP approach, specifically tailored for the Province of KwaZulu Natal. The plan is set to become the underpinning design for all human settlements endeavours in the region. The MSP has identified the key focus areas for the prioritised investment based on housing needs and demands, population and infrastructure capacity of those areas.

Housing Chapter Highlighting Housing Needs and Planned Projects

The Housing Chapter provides guidelines that recommend the IDP process and activities that form part of the analysis thereof. The guidelines include the following:

- An analysis of service gaps and resource potentials;
- A participatory-based community and stakeholder level analysis;
- Cross-sectoral municipality-level analysis in respect of (a) economic, (b) environmental, (c) institutional, (d) spatial and (e) socio-economic matters;
- The prioritisation of issues; and
- An in-depth analysis of issues.

This is the process that shall ensure that issues that impact on the development of the Municipality can be identified and explored. It is therefore safe to hold that the IDP has incorporated the Housing Chapter as recommended and envisaged by Part 3 of the Housing Code.

Existing and planned Housing Projects

The table below shows the Department of Human Settlements approved projects for Mtubatuba Municipality. Some of these projects are completed, some are at planning phase while some are being implemented

Figure: Housing Projects as at 20 March 2020

NAME OF THE PROJECT	NUMBER OF UNITS IN EACH PROJECT	START AND END DATE OF THE PROJECT & STATUS	WARD
Ezwenelisha Ministerial Housing project	1500	<p>Started April 2014 Project is expected to end March 2020 The project is in construction stage 99% completed. Total approved 1416 Completions with VIP's 1321 Roads have been completed 100% Water pipes installation 100% complete</p>	05
		<p>Challenges</p> <ul style="list-style-type: none"> ➤ Sub-division ➤ Site surveying ➤ Title deeds ➤ Open Spaces ➤ Wetland sites 	
Mpukunyoni Phase2 Rural Housing Project	1800	<p>Appointed 13 September 2013 Prefeasibility studies September 2013- May 2014 Stage 1 funding application September 2014-november 2014 MEC stage 1 approval 24 October 2016 Tripartite agreement for detailed planning January 2017-december 2017, Ingonyama Trust Board presentation has been done. Waiting budget for construction stage from MEC Human Settlements</p>	13,14,15,17 &18
Khula Village Housing Project	1314 units	<p>April 2014 – September 2017 (construction has been finished only waiting for closeout report) Title deeds in progress.</p>	03
KwaMsane extension housing project	-	<p>Waiting for tranche 1 approval by KZN department of Human Settlements and contract to be included. The project has be divided in to 2 phases [Phase 1 will be the land that belong to Ingonyama Trust] and [Phase 2 will be the land that belong to private owners)</p>	02 & 20
Crocodile Valley housing project	500	<p>There is a Land issue that is not yet resolved.</p>	05
Shikishela	850	<p>Project has been approved by MEC. Project has been reported to the Traditional Court (Mgeza) on</p>	12

housing project		the 11 November 2019. The community meeting to give feedback on project progress has been done. Socio economic, Land audit, Environmental, Bulk infrastructure, Geotechnical, Planning is on progress. PSC formulation has been done November 2019, the Ingonyama Trust(ITB) Presentation has been forwarded to ITB Officials.	
Zamimpilo housing project	850	Project has been approved by MEC. The project was reported to the Traditional Leadership Court (Mgeza) on the 11 November 2019. Community meeting to give feedback on project progress has been done. Committee has been elected and committee workshop has been done.	07
Nkodibe housing project	850	Application pack has been submitted to the department. Waiting for MEC approval.	06
Nyalazi housing project	850	Project has been approved by MEC. Committees has been established, SPLUMA application has been approved. Application pack for stage 2 has been done. The presentation to Ingonyama Trust Board has been done, we are waiting for date of presentation.	08
Siyathuthuka housing project	850	Project has been approved by MEC. The project was reported to the Traditional Leadership Court (Mgeza), community meeting to give feedback on project progress has been done. Committee has been elected. Ingonyama Trust Board presentation has been forwarded to ITB officials we are waiting for presentation date.	11
Mtubatuba housing project phase 2	200	Project has been approved by MEC for 200 units, currently in a detailed planning. Environmental Authorization application form has been signed by Municipal Manager as a part of planning process.	20
Masibonisane housing project	850	Application pack has been submitted to the department. Waiting for MEC approval.	10
Nkundusi housing project	850	Application pack has been submitted to the department. Waiting for MEC approval.	09
Gunjaneni housing project	850	Project has been approved by MEC. The project was reported to the Traditional Leadership Court (Mgeza), community meeting to give feedback on project progress has been done. Committee has been elected, committee training and signing of constitution has been done. The planning activities is on progress.	19

Figure: Housing Projects Recently Appointed

No	Project Name	Units	Ward	Implementing Agent	Status
1	Crocodile Valley Housing Project	500	05	Fezeka Business services cc	Approved but Awaiting Confirmation from DHS
2	Shikishela Housing Project	850	12	NNLK Business Enterprises	Design Packages Submitted to DHS
3	Zamimpilo Housing Project	850	07	Nophofu Investment	Design Packages Submitted to DHS
4	Nkodibe Housing Project	850	06	Umpisi Engineers	Design Packages Submitted to DHS
5	Nyalazi Housing Project	850	08	Zamahlobo Trading cc	Approved but Awaiting Confirmation from DHS
6	Siyathuthuka Housing Project	850	11	Lwazi Projects	Design Packages Submitted to DHS
7	Mtubatuba Housing Project Phase 02	700	20	Ganwa Consulting and Development cc	Approved but Awaiting Confirmation from DHS
8	Masibonisane Housing project	850	10	LGB Investments (PTY) LTD	Design Packages Submitted to DHS
9	Nkundusi Housing Project	850	09	Vumesa (PTY) LTD	Design Packages Submitted to DHS
10	Gunjaneni Housing Project	850	19	Seedi Development Projects	Design Packages Submitted to DHS

The number of formal dwellings in Mtubatuba municipal area of jurisdiction has increased from 59.9% in 2001 to 80.5% in 2011. The number of formal dwellings has increased by 75.2% in 2016. This may be attributed to the increase in government housing scheme as well as new property developments that have taken place in the past few years.

Figure: Distribution of Households by Type of Main Dwelling and Municipality-2001, 2011 and 2016

<u>Municipality</u>	<u>Formal</u>			<u>Informal</u>			<u>Traditional</u>		
	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>
Mtubatuba	14 877	28 096	3143 9	819	1 394	184 3	9 074	517 2	744 2

Census 2011; Community Survey 2016

Level of Services and Backlogs

The housing backlogs for Mtubatuba municipality in 2011, according too the census was estimated at 8045. The amount of informal and traditional housing units has increased in the Municipality. The increase is shown in the table above. This Plan must attempt to address this abnormality in housing provision in the Municipality.

The Mtubatuba Municipality Human Settlements Plan is a **5-Year** plan, and the current housing backlog could be eradicated if the Municipality provides at least **1 610** units per annum based on the 2011 Census data.

Mechanisim for Co-Ordination of Housing Developments with the Service Providers/Authorities that Supply the Services

The Municipality has established an infrastructure committee that deals with all issues that pertain to infrastructure development so as to co-ordinate the infrastructure projects and challenges with a view to escalating solutions where necessary. Comprised of relevant stakeholders such as Eskom, Sector Departments, Umkhanyakude District Municipality and Mtubatuba Municipality, the committee meets on a quarterly basis.

Committed Funding for the Services in Support of Housing Projects

The Human Settlements projects have since been approved and budgeted for by the Department of Human Settlements while the District Municipality is also committing funds for the provision of bulk infrastructure.

5.7 TELECOMMUNICATIONS

5.7.1 Status, Backlogs, Needs and Priorities

Figure: Distribution of Households with a Radio, television, refrigerator, computer, Cell-phone, landline/telephone and access to internet by municipality- 2001 and 2011

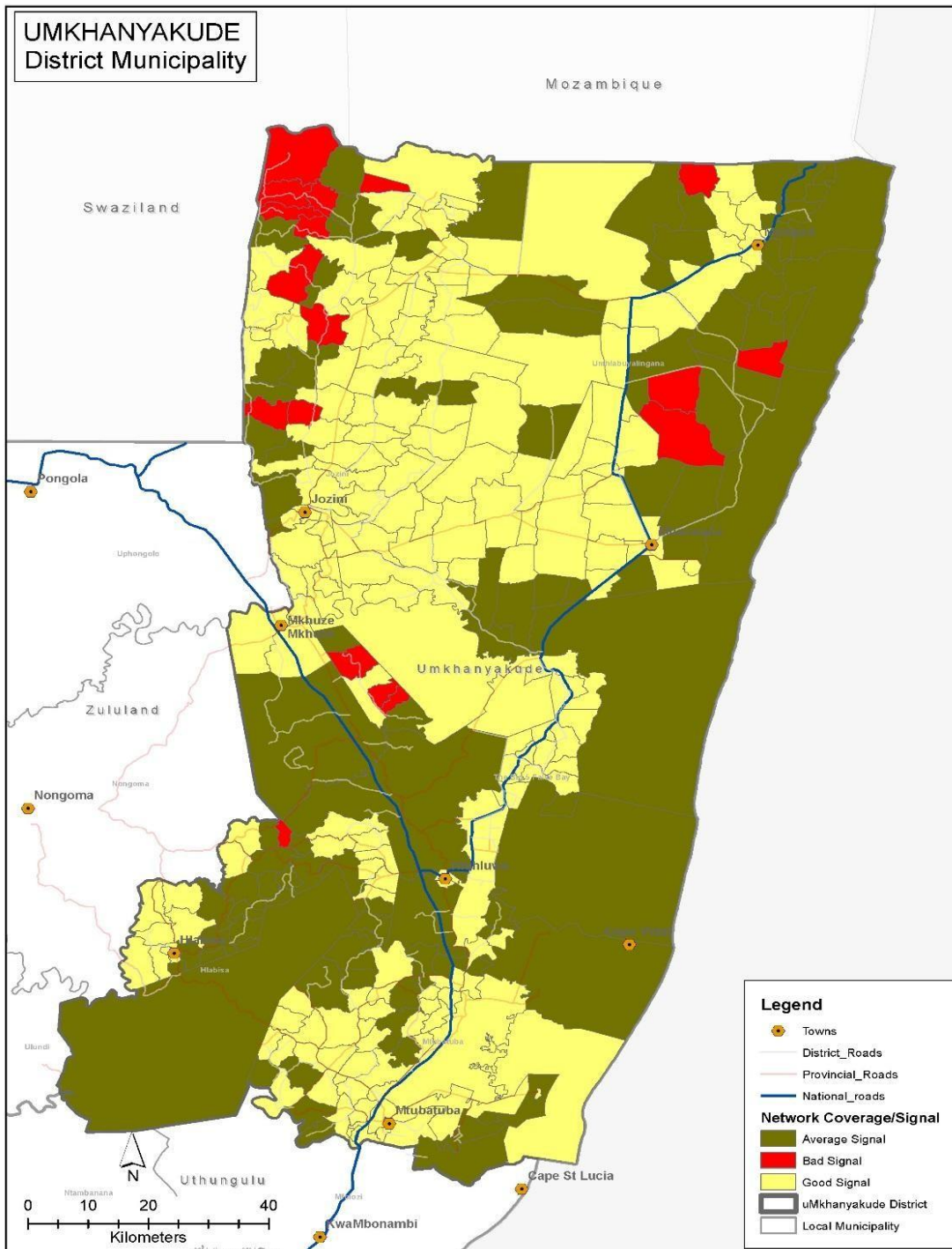
Municipality	Radio		Television		Computer		Refrigerator		Landline Telephone		Cellphone		Internet
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	
Umkhanyakude	75 983	86 777	21 971	55 338	1 029	6 837	24 619	52 081	5 903	4 198	20 368	110 674	32 613
Mtubatuba	19 732	22 530	4 692	11 928	144	1 311	4 755	9 555	1 480	647	4 285	28 320	7 466
Jozini	24 940	26 977	6 249	15 459	273	1 590	6 655	13 706	1 279	870	6 089	33 308	8 761
Big Five False Bay	4 275	5 453	985	3 191	109	554	1 115	3 069	357	303	1 243	6 975	2 326
Hlabisa	7 934	8 653	2 383	5 729	66	444	2 929	6 061	235	406	2 054	11 155	3 600

The Mtubatuba municipality has the highest number of people having access to internet, landline telephone, refrigerator and computer followed closely by Jozini Municipality. In summary, Mtubatuba has better telecommunications infrastructure compared to the other local municipalities within Umkhanyakude District.

Households' access to cellphones has increased dramatically between 2001 and 2011, as it can be seen from the table above that in 2001 there were approximately 6 700 people and in 2011 access to cellphones accounts for approximately 31 000 people. However, there are areas within the Municipality, such as Mvutshini etc, which still lag behind in terms of telecommunications and this needs to be addressed.

Map: Cell Phone Network Coverage

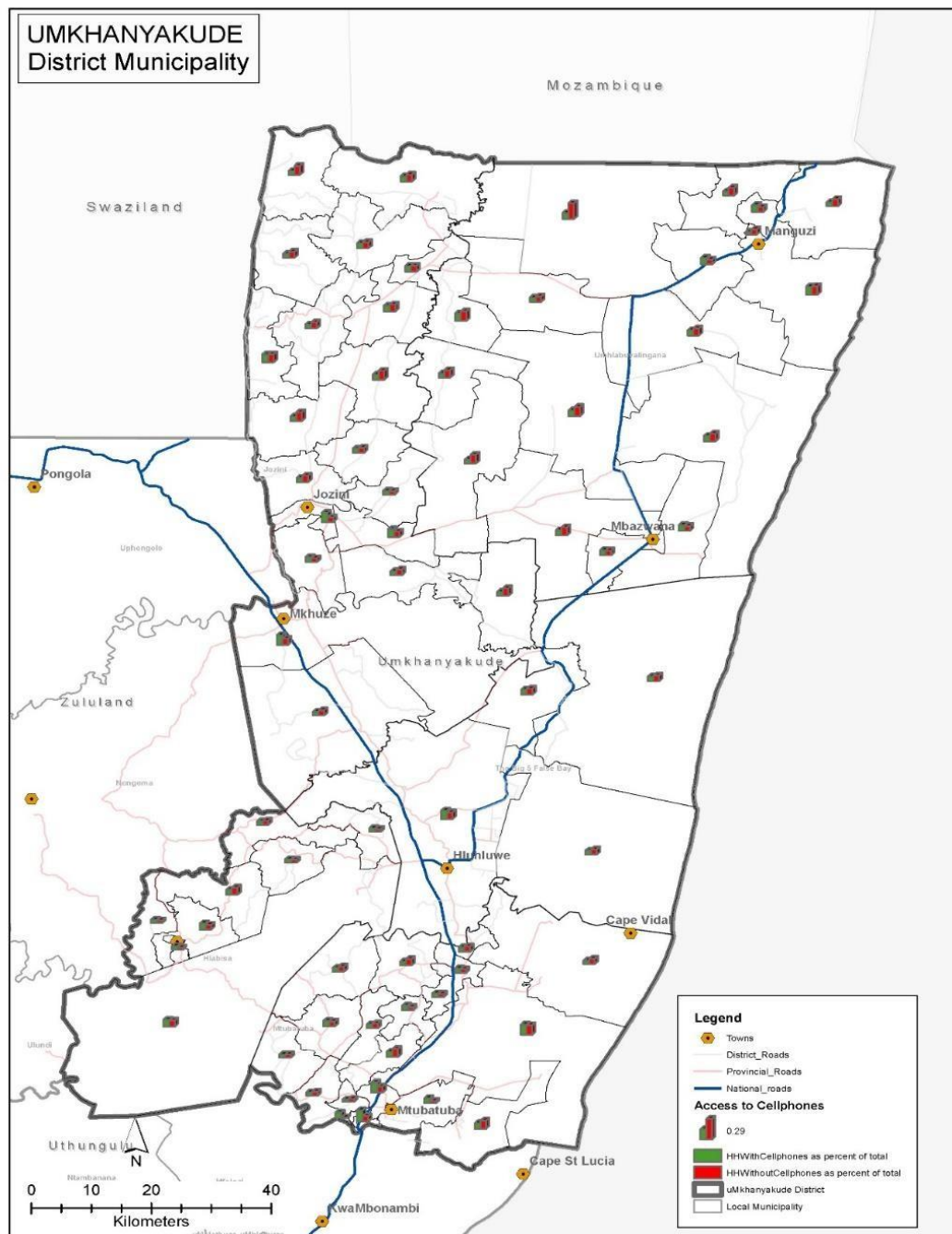
Figure: Cell Phone Network Coverage



Source: STATSSA 2011 Census

On the whole there is sufficient network coverage for cellphones throughout the District. There needs to be an improvement on the strength of the network (3g and above) so as to support even internet connectivity

Figure: Access to Cell phones



Planned Rehabilitation Projects

No	Project Name	Status	Budget
1	KwaMSane Offices telecom upgrade	Project reprioritised for the next financial year	R 1250 000.00
2	Municipal Offices Driveways, Parking & Storm water Upgrade	Project reprioritised for the next financial year	R 2 500 000,00

5.8 PROVISION OF INFRASTRUCTURE PROJECTS RELATING TO NATIONAL 2018 AND LOCAL GOVERNMENT 2021 ELECTIONS

The Municipality has formulated 2017/2018 to 2022 IDP that has planned programmes and projects with a budget. This five-year plan has prioritized water, sanitation, electricity, housing, community facilities and access roads. Therefore, the Municipality's IDP has made provision for infrastructure projects relating to the National (2019) and Local Government (2021) elections. A copy of IEC infrastructure needs is annexed hereto for ease of reference.

OVERVIEW OF CAPITAL / MIG PROJECTS

MIG CAPITAL PROJECTS FOR 2020/21 FY

Project Title	EPWP Y/N	Project Type (water, sanitation etc)	Total Project Cost
Nqulunga Road – ward 2	Y	Road	R 9 071 953.55
Vezobala Road – ward 4	Y	Road	R 5 250 612.00
Kwa – You Access Road – ward 9	Y	Road	R 4 243 971.40
Nkatha - Nkomo Road – ward 13	Y	Road	R 4 354 147.90
Bhedangaye Creche – ward 15	Y	ECD	R 2 750 373.74
Mkhonza Road – ward 20	Y	Road	R 4 892 650.52
Sigcino Community Hall – ward 17	Y	General Building	R 6 784 529.66
Ngwenyaneni cosway – ward 19	Y	Road	R 2 957 483.20

OTHER CAPITAL PROJECTS FOR 2020/21 FY

Project Title	EPWP Y/N	Project Type (water, sanitation etc)	Total Project Cost
Khula Taxi Route – ward 3	Y	Road	R 6 771 356.00
Mtubatuba Sports Complex – ward 5	Y	Sports Complex	R 5 250 612.00
Borehole connection and commissioning	Y	Water	R 478 125.00

Traffic Management Centre Building Refurbishment	Y	General Building	R 531 250.00
Traffic light installation	Y	Electrical	R 1 062 500.00
Skip Bins	Y	Waste	R 1 062 500.00
Cemetery Fencing (Kwa-Msane)	Y	Fencing	R 318 750.00

PLANNED CAPITAL PROJECTS FOR 2020/21 FY & BEYOND

Ward:	2020/2021 and beyond Proposed Projects	Ward:	2020/2021 and beyond Proposed Projects
2	Nqulunga Road	ELECTRIFICATION PROJECTS	
4	Vezobala Road	6	Infills
9	Kwa – You Access Road	10	Nyalazi (54H/H)
13	Nkatha - Nkomo Road	20	Ndlovu Village
15	Bhedangaye Creche	9	Nkundusi Infills
20	Mkhonza Road	7	(57 H/H) infills
		6	Esigcino
ADDITIONAL PROJECTS		11	Mchakwini Infills
17	Sigcino Community Hall	12	Electrification
7	Thelamuva Sportsground	14	KwaMashaya Electrification
1	Black top (tar)	16	Makhambane
8	Creche	13	Baswazini
17/18	Ngwenyaneni cosway	13	Ophaphasi
18	Somkhele Community Hall	11	Bhekamandla Electricity
19	Sportsfield	15	Ward 15 Electrification
12	Mbilini Creche	CATALYTIC PROJECTS	
11	Siyono Access road	5	Tourism Info Centre
6	Library	5	Tourist Centre and SMME Facilities
3	Khula Taxi rank	5	Market Stalls
11	Qedumona Access Road	5	Industrial Workshop
18	Somkhele high Mast lights	5	Mtuba Town Community Park
10	Barcelona Sportfield	5	Mtuba Traffic Study & Mtuba Traffic Lights
2	Community Hall	5	Mtubatuba Town Sports Complex
9	Creche		Existing Core CBD

4	St Lucia Toilets & Park		Existing Municipal Complex (Office Park)
13	Sportsfield		Nordale Integration
20	Sportsfield		Jacaranda Street Infill
12	Creche		Logistics Park Precinct
14	Ogagwini Hall		Future CBD Precinct
18	Machibini Access Road		Future CBD Mixed Use Precinct
17	Enkwalini Sportsfield		Future CBD Light Industrial Precinct
19	Ntandabantu Community Hall		N2 North – Nkodibe Interchange Retail and Mixed Use
20	Sportsfield		N2 West – Mtuba Ridge Mixed Use
18	Nyalazi Sportsfield		Mtuba Mall and Resort Complex
15	Zonke Access Road		

STRATEGIC INFRASTRUCTURAL PROJETS (PROPOSED) (Unfunded)

The below projects are Strategic Infrastructural Projects that the municipality proposes to do. Due to financial constraints they cannot be implemented. There is a business plan for every project listed.

NO.	PROJECT NAME	BRIEF DESCRIPTION	OUTPUT	EST COST
1.	Mtubatuba Civic Centre/Conference (Multi-Purpose Facility)	Development/Construction of Mtubatuba Civic Centre / Conference (+500 people, indoor sport centre, etc.) with Office Bearers Office Suite, Council Chambers, Exco Boardroom and Committee/Caucus Room, etc.	+500 Seater Hall, Indoor Sport Centre, Office Bearers Office Suites, Council Chambers, Exco Boardroom, Committee/Caucus Room	R50 mil
2.	Mtubatuba Urban Roads & Stormwater Upgrade (Mtuba CBD Roads, Industrial Area & surroundings , Nordale, Riverview, KwaMsane, St Lucia, etc.)	Construction/Upgrade of Stormwater Infrastructure, Rehabilitation of all existing Urban (Blacktop) Roads and Construction of New Blacktop Surfaced Roads + Stormwater Infrastructure (Mtuba Industrial Area, KwaMsane Township, etc.)	Storm water Infrastructure Upgrade, Blacktop Surfaced Roads, New Blacktop Surfaced Roads Construction & Storm water Infrastructure	R100 mil
3.	Mtubatuba Municipal Offices & Mechanical Workshop (Extension & Refurbishment)	Development/Upgrade/Refurbishment of Mtubatuba Municipal Office and Mechanical Workshop	Additional Municipal Offices Mechanical Workshop	R20 mil
4.	Mtubatuba Waste Landfill Site & 2 Waste Transfer Stations	Development/Construction of Mtubatuba Landfill Site and 2 Waste Transfer Stations	1 Waste Landfill Site & 2 Waste Transfer Station	R50 mil
5.	Mtuba Rugby Club Upgrade to Multi Sport Complex	Development/Upgrade of Mtuba Rugby Club to Multi Sports Code Facility/Complex	Rugby Field, Soccer field, Combo Courts (Tennis, Volley Ball & Basket Ball) & Grand Stand	R20 mil

NO.	PROJECT NAME	BRIEF DESCRIPTION	OUTPUT	EST COST
6.	Mtubatuba Town Roads Signalling/Traffic Lights.	Erection of Traffic Lights/Robot at Mtubatuba CBD Roads and to include all necessary/required pre-feasibility studies. i.e. Traffic Impact Study & Traffic Counts, etc.	4 Robot (subject to detailed Traffic Impact Study/Pre-Feasibility)	R10 mil
7.	Mtubatuba Street Lights & Public Lighting Project	Erection of New Streetlights & Public Lighting/High Mast Lights within Mtubatuba Municipal Area	New Street Lights from Mtubatuba to St Lucia along R618/P237 New Street Lights / Upgrade in Mtubatuba Urban Areas New Public Lighting / High Mast Lights in Rural Wards	R10 mil
8.	Construction of Walkways within Mtubatuba CBD.	Construction of Walkways along/within Mtubatuba Urban Roads	+/- 5 km of Walkways	R2 mil

Department of Education Projects

IDENTIFIED INFRASTRUCTURE PROJECTS UNDER MTUBATUBA MUNICIPALITY FOR THE FINANCIAL YEAR 2019/20

PLANNED PROJECTS FOR THE FINANCIAL YEAR 2019/20

NO	SCHOOL NAME	EMIS NO	PROJECT SCOPE	CIRCUIT	MUNICIPALITY WARD
1	Masibonisane H	500200799	Repairs to eight classrooms floors, windows, doors, veranda & painting	10	10
2	INkosenhle P	500306767	Repairs to roof, doors, windows & painting of five classrooms	17	17
3	Thekelisulwazi H	500281163	Erection of a new fence, repairs to five classrooms roof, windows, doors, floors veranda & painting	15	15
4	Machibini P	500190698	Repairs to five classrooms roof, cracks, doors, windows, floors, veranda and admin block	Kwamsane	15
5	Glen Park	500149739	Repairs to five classrooms doors, floors, windows, veranda, door frames & painting	Hluhluwe	3
6	Ntandabantu P	500239353	Repairs to five classrooms roof, windows, doors, floors veranda & painting	Mtubatuba	19
7	Dibase P	500120990	Repair six classrooms, floors, roof, veranda, windows, doors and painting	Kwamsane	15
8	Endombeni	500136049	Repairs to six classrooms, floors, windows, doors, chalkboards, veranda & painting	Shikishela	7
9	Nsombosi P	500238280	Repairs to roof, doors & painting	Hluhluwe	9
10	Siyaphambili H	500445998	General repairs to five classrooms roof, floors, doors, windows & painting	Kwamsane	16
11	Indukebandla P	500162800	Repair all classrooms, floors, roof, veranda, windows, doors & painting	Mtubatuba	6
12	Nqiwani P	500237355	Close leaks to roof, internal & external painting and floors to all classrooms	Kwamsane	1
13	Mlamuli P	500307100	Repairs to five classrooms roof, windows, doors, floors veranda & painting	Kwamsane	15
14	Qalangokuhle P	500252155	Repairs to five classrooms roof, doors, chalkboards, glazing & painting	Kwamsane	15
15	Mbongeni H	500204721	Repairs to six classrooms, roof, windows, doors, floors, veranda & painting	Shikishela	7
16	Shikishela P	500262108	Minor repairs of all classrooms	Shikishela	12

ON SITE PROJECTS

NO	SCHOOL NAME	EMIS NO	PROJECT SCOPE	CIRCUIT	MUNICIPALITY WARD
1	Mfekayi P	500208458	Repairs to five classrooms, doors, doorframes, windows, floors & painting	Hluhluwe	10
2	Kufezekile H	500177637	Repairs to eight classrooms floors, windows, doors, veranda & painting	Hluhluwe	9
3	Mgwazeni H	500209864	Repairs to eight classrooms roof, floors, windows, doors, doorframes, veranda & painting	Kwamsane	14
4	Kwagxaba H	500178118	Repairs to eight classrooms, floors, doors, & windows	Shikishela	17
5	Ikusasaletu S	500160062	Repairs to five classrooms doors, doorframes, windows, floors & painting	Kwamsane	13

DEPARTMENT OF HEALTH

NO	PROJECT NAME	FINANCIAL YEAR	PROJECT SCOPE	WARD	BUDGET
1	Ezwenelisha Clinic	2019/20	Drilling of a new bore hole	5	R325 000.00
2	Sipho Zungu Clinic	2019/20	UPS for Maternity unit	3	R 90 000.00
3	Kwa Msane Clinic	2019/20	New Perimeter fencing	5	R174 000 .00
4	Mtubatuba Clinic	2019/20	re roofing ward 5 (at inspection phase Thanks	5	R0
TOTAL					R 589 000.00

5.9 SECTOR PLANS

The municipality has the below sector plans in place:

No.	Sector Plan	Completed? (Y/N)	Adopted (Y/N)	Adoption Date (if adopted)	Date of Next Review
1.	2020/21 Spatial Development Framework (SDF)	N	N		2020
2.	2020 Disaster Management Plan	Y	Under review		2020
3.	2019/20 Human Settlement Sector Plan (HSSP)	N	N		2018
4.	2020/21 draft Local Economic Development (LED) & Tourism Strategy	Y	Under review		2020
5.	2017/18 Integrated Waste Management Plan (IWMP)	Y	Y		2019
6.	2019/20 draft Wall to Wall Land Use Management Scheme	Y	Y		2019
7.	2019/20 Draft Operations & Maintenance Management Plan	Y	Y		2019
8.	2019/20 Electrification Sector Plan	Y	Y		2019
9.	Ward Based Plans	Y	Y		2019

5.10 BASIC SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

Figure: SWOT Analysis for Basic Service Delivery and Infrastructure SWOT Analysis

STRENGTHS	WEAKNESSES
<p>Qualified and Skilled personnel</p> <p>Compliance documents are in place</p> <p>Adequate provision of essential services (Solid waste, Fire & Disaster Management)</p>	<p>Poor communication with the public</p> <p>Shortage of staff</p> <p>Capacitation of staff</p> <p>Re-prioritization of funds</p>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ➤ Availability of land ➤ External Funding ➤ Public Private Partnership (PPP) ➤ Isimangaliso is geographically allocated within the jurisdiction of the Municipality ➤ Major routes placed along the N2 ➤ Municipality is located near the harbour 	<ul style="list-style-type: none"> ➤ Limitation of grants ➤ Community protests ➤ Poor communication with the district ➤ Poor road network ➤ Shortage of Plant Material ➤ Corona virus pandemic ➤ Insufficient provision of bulk services i.e water & sanitation ➤ Load shedding

5.11 BASIC SERVICE DELIVERY AND INFRASTRUCTURE CHALLENGES

KPA-2: Basic Service Delivery and Infrastructure Development	
CHALLENGES	INTERVENTIONS
Ageing of infrastructure	<p>Developed a Comprehensive Infrastructure Plan (CIP) and need additional funding to implement the CIP. (National Treasury/Provincial Treasury/Department of Energy/COGTA/Private Sector</p>

Inadequate funding for infrastructure development	Source funding to implement CIP from relevant funding sources/sector departments
Inadequate operations and Maintenance of plants	Hiring of plants for a three (3) year contract
Backlog in Road Rehabilitation	Proper traffic count and comprehensive Pavement Management System need to be done
Limitation of Grants	Application of additional type of grants such as small
Lack of Spatial (Referencing) Capturing of capital projects (Mapping)	Appointment of a GIS Specialist to undertake spatial capturing-geo-referenced data for all capital
Housing backlog and lack of implementation of the Housing Sector Plan	A service provider for the review of the housing sector plan has since been appointed. The housing sector plan will be completed
Non-functionality of IGR Structure	Strengthening of IGR structure
Employee Medical examination	Provision of newly appointed employees to be subjected to medical examination

LOCAL ECONOMIC AND SOCIAL DEVELOPMENT SITUATIONAL ANALYSIS

6. LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS

6.1 LED DEFINED

According to Trah *et al* (2007) LED is defined as an on-going process that joins together stakeholders and institutions from all spheres of society, the public and private sector as well as the civil society, work jointly to create a unique advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms.

Mtubatuba Municipality has made **R3 000 000.00** available for implementation of LED programmes.

6.1.1 LED Strategy/Plan

Mtubatuba Municipality appointed a service provider in March 2018 to assist the Municipality in developing the LED Strategy. Final Strategy was completed by 30 June 2019. Annexed hereto, is a copy of the Final Strategy for ease of reference. The LED Strategy review is pivotal to the Municipality to enable it to align its priorities with the National Development Plan, Revised KZN-Provincial Growth and Development Strategy (2035) as well as the Umkhanyakude District Growth and Development Plan.

The Strategy development process thus assisted with the identification of all key stakeholders who participated, including taking into cognisance of inputs from members of the public through the following platforms: stakeholder's engagement; surveys, LED Forum, business forum, co-operatives and SMME seminars to gain input. Fundamentally, the LED strategy also invariably includes the 2018/19 MEC IDP recommendations for LED Key Performance Area.

6.1.2 Enabling Pillars of the National Framework on LED

Based on the guidelines provided by the NDP, the Mtubatuba LED needs to incorporate the key critical developmental focus areas relevant to LED. These are:

- The creation of jobs through investment into key sectors;
- Ensuring the improvement of training and skills development;
- The transformation of rural and urban areas through LED interventions;
- Building the capacity of the municipality to undertake LED;

- Ensuring a coordinated approach to LED.

6.1.3 Policy/Regulatory Environment

At this juncture, the Municipality has an **Informal Economy Policy** that encompasses policy regulating permits and zoning for street vendors. For augmenting the above-said, there is a Street Trading Economy Policy and Business Licensing Policy. The Informal Economy Policy endeavours to achieve the following goals:

- The fundamental creation of an economic environment which is conducive for sustainable economic growth wherein by-laws and/or regulations that are in conflict with the revised Provincial Growth and Development Strategy vision, Municipal and LED vision are duly amended.
- Mtubatuba Municipality intends, through this policy, to draw the informal economy towards a possible infusion with mainstream economy. Accordingly, the vulnerability and marginalisation of those who find themselves working in this sector might be curtailed.
- To endeavour to develop practical guidelines that would be supportive to the development of the informal economy; and
- To create mechanisms that shall support the informal economy.

The **Mtubatuba Municipality's Investment Promotion Strategy** is deemed fundamental for economic growth of the district in its entirety. Accordingly, Mtubatuba Municipality is in a strategically positioned to drive investment promotion as the means towards creating an Ecotourism city and agri-processing hub for uMkhanyakude. To this end, the strategic partnership between Mtubatuba and Mhlosinga Development Agency is of paramount importance towards the realization of investment-oriented goals. It is regrettably noted however, that there is no Investment strategy in place to guide investment promotion and marketing of Mtubatuba as an investment destination of choice. An **Investment Promotion Strategy** shall be developed in 2018/2019 financial year.

On the contrary, the Tourism activities in Mtubatuba and around iSimangaliso Wetland are well known. Yet the effort to attract investments to these tourism and agricultural activities still has to be structured and at arrive at a convincing level where the Municipality can expect immediate returns. Furthermore, the lack of investment promotion from the Municipality side

can easily be attributed to a lack of defined economic purpose under which the LED unit was established. It stands to reason that the LED Strategy shall serve as a springboard for Council to re-focus its energies towards promoting the Mtubatuba Municipality area in its entirety.

Nevertheless, the Municipality has budgeted for the retention and investment policy for the financial year 2018/2019. The primary objective of the policy shall be to create and implement an investment incentive policy that shall serve as an integral vehicle to be utilised in harnessing competitiveness of the business environment to boost Mtubatuba Municipality as one of the most feasible investment destinations within the Province of KwaZulu-Natal. It shall provide the essential framework to position and intervene in improving the local business environment towards the retention of current investors and simultaneously attracting would-be investors to invest in Mtubatuba Municipality. Undoubtedly upon implementation, the retention and investment policy shall impact positively on profiling Mtubatuba Municipality as a strategic investment destination of choice.

Mtubatuba Municipality has since adopted the **EPWP3 aligned policy**. An underlying objective of the policy is to deliver to the Municipality measures for the identification of work that shall be deemed appropriate for classification under the EPWP. Using the very policy the Municipality shall be able to determine how much workers shall be paid for their services.

Mtubatuba Municipality has made an informed decision based on the national government initiatives that give priority towards the development of small enterprises by encouraging them to register in the Central Supplier Database (CSD) if they wish to do business with the state, including establishing a local register of all active SMMEs and Co-operatives, which database shall be subject to constant update.

Job creation and skills development remain the key priorities of South African Government. The EPWP is the South African Government initiated programme aimed at creating 6 million work opportunities by 2019. The programme is implemented by all spheres of government, across four (4) defined sectors, namely the infrastructure social, Non-state and Environment and culture sectors. The programmes overall coordinator is the National Department of Public Works (DPW), as mandated by cabinet.

The Policy will be embedded within the IDP of the municipality and the municipality promotes the EPWP principles and will re structure its activities to facilitate and create greater employment opportunities per unit of expenditure.

The legislations and policies governing public sector procurement will be adhered to; in the implementation of EPWP within the Municipality. The Municipal Finance Management Act (MFMA, 2003) and the Municipal Procurement policies will apply, unless where the National Treasury has granted the permission to deviate from the stipulated SCM processes.

Refer to

6.1.4 Main Economic Contributors

Mtubatuba's economy is primarily based on few thriving and booming sector which have been regarded as the backbone of the economy. While these sectors enjoy an incredible status of being the base of the economy they still lack broad based inclusivity on the stakeholder front. The lack of African participation in most of the active economic sector is regrettably visible and noticed at all level. It is unfortunate that, this document and other previous strategic documents have alluded to this shortcoming without any proper formal response from the role players and authorities. Again, this document will reiterate this position with the hope that, the implementation framework and plans of the municipality and economic cluster at large within the province will found it fit to stand and be radical in introducing a black man to the mainstream economy of Mtubatuba.

The SMME, agricultural, tourism, retail and mining have been identified as key drivers of the economy while green and ocean economic sectors carry a huge potential to turn around the economic fortunes of Mtubatuba if well developed and resourced accordingly.

Role Players

- The development of economic activity within a spatial context in Mtubatuba;
- The promotion of SMMEs and Cooperatives in the local economy;
- Ensuring the local community is involved at all levels of planning and that their concerns and suggestions are incorporated;

- Linking local development into larger regional planned initiatives to insure support;
- Focussing on local economic strengths as an initiation point for LED;
- Promoting a supportive conducive environment for LED in the municipal Programmes.

- COGTA
- UKDM
- SMANGALISO WETLAND
- DO Agriculture
- EKZN Wild life
- Itendele Coal Mine
- Mfolozi Sugar Mill
- EDTEA
- MONDI
- SAPPI
- MHLOSINGA DA
- MTu Community Tourism Organisation (CTO)
- TIKZN
- Civil Society

6.1.5 Agriculture Sector

During the 2018/19 FY the municipality in conjunction with the Department of Agriculture established an Agricultural Forum. The aim of the forum is for information sharing of Agricultural information. Also devise strategic plan for supporting agricultural programmes.

The LED Strategy is inclusive of projects and programmes for Agriprocessing. Extensive research on agricultural opportunities was explored hence the number of projects identified. The implementation of these projects is highly dependent on the completion of the municipal land audit.


Through the stakeholder engagement the municipality have forged a partnership with ITendele Coal mine, where 2 Tractors and its implements was handed over to the municipality, to support small scale farmers. The municipality has developed an action plan on how this equipment will render support to small scale farmers. The municipality is in the process of formalizing a data base of all small scale farmers. This process will be concluded on the by the end of the financial year.

In the 2018/19 MEC the municipality is encouraged to table programs & projects to exploit the agricultural potential of the municipality; implement programs and projects targeting emerging farmers and small holder's producers and also grow the agro-processing potential.

This will be addressed during the Review of the LED Strategy planned for 2019/20 Financial Year and will further be addressed during the PGDP/DGDP/IDP Alignment Processes planned for April 2019. The municipality during the 2018/19 financial year will also engage the Department of Agriculture for the latest statistics.


Agri-processing Projects -

Project 1


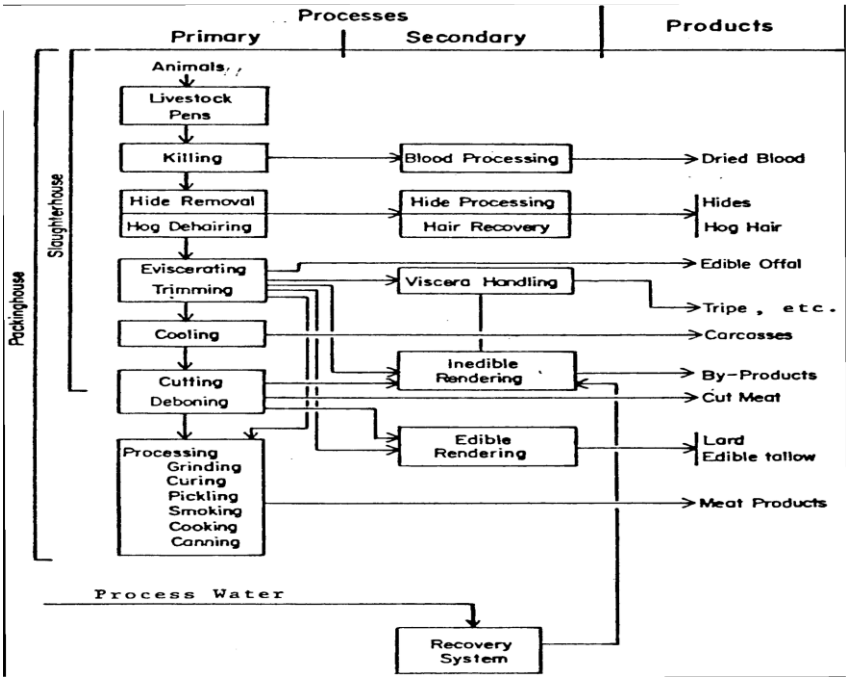
Name of Project	Bean and Maize Canning and Branding Project 
Description of Project (Synopsis)	<p>This project will expand commercial activities in by including activities such canning and packaging of beans. The products can be sold throughout the district and in other parts of the KwaZulu-Natal.</p> <p>Project Objectives</p> <ul style="list-style-type: none"> • To provide a business opportunity to local farmers and business people in the district • To promote commercial activities in • To promote products produced in Mtubatuba • To assist local farmers and business people in selling their produce at good prices • To create employment opportunities for local people
M	
Spatial Positives (Suitability)	<p>has well-established and serviced areas for both light and medium industry. It has a consistent supply of water. It is one of the most developed towns in the region and it can be accessed via the N2.</p> <p>Since vegetable production is the main economic activity in the area and these vegetables can be transported from local areas to Mtubatuba.</p>
Process Flow	<p>There are two methods of canning vegetables, namely, the boiling Water Bath method and the Pressure Canning Method. The former method involves putting vegetable jars/cans into a canner and boiling it for a specified amount of time. The latter method involves putting vegetable jars inside a canner containing water, and boiling it</p>

	so that pressure might rise to a certain level. The pressure is held throughout the canning process. After canning, the jars/tins are labelled with their contents and the date on which they were canned. They are then stored in a cool, dark place.
Ownership /Involvement (Local Champion)	There are many small-scale farmers in the area and some grow crops on communal agricultural areas. Some of them have formed agricultural cooperatives in the area.
Time Frames	30 - 36 months needed to implement the project.

Project 2

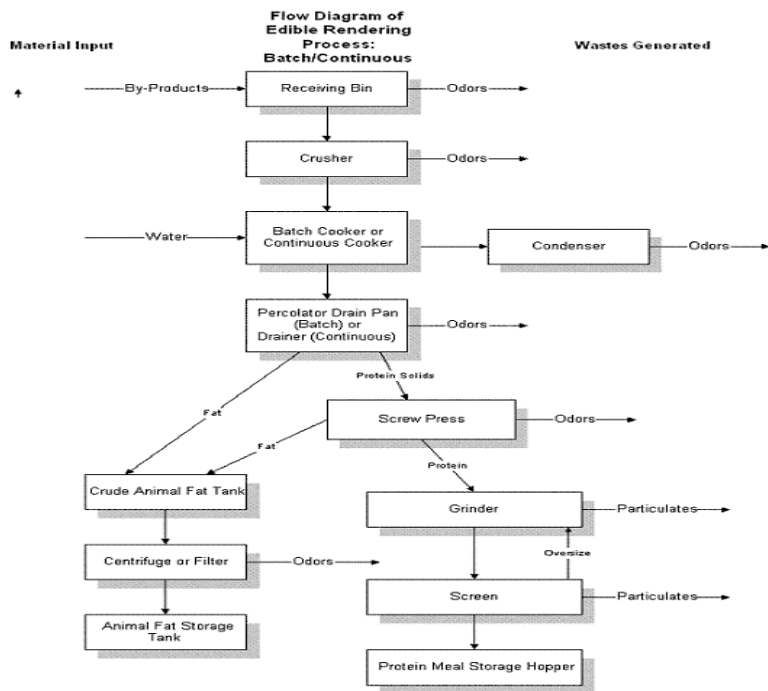
Name of Project	Butternut, Onion, Potato and Sweet Potato Packaging and Branding Project 
Description of Project (Synopsis)	<p>By branding some of the locally produced vegetables, namely, butternut, onion, potatoes and sweet potatoes, this project will shift the focus of local producers from producing only for subsistence to producing for commercial purposes. Thus, this project intends to enhance the productivity of the district and to create employment for local people.</p> <p>Project Objectives</p> <ul style="list-style-type: none"> • To promote commercial farming throughout the municipal area. • The project intends to encourage local farmers living in the more rural areas to commercialise their activities . <p>Among other things, the project will need a building (i.e branding factory), a branding license, a brand name(s), labeling machinery/printing machine and packaging material, such as fresh produce paper bags and plastic packages.</p>
Location	– Industrial Area
Spatial Positives (Suitability and Resources)	is well- placed in terms of location and economic infrastructure, such as roads and electricity, and Furthermore, it is one of the major service centres in the district. Furthermore, the N2 which is one of the primary routes in the district, that connects it with Richard Bay and Durban. All of these features make Mtubatuba, a suitable location for a packaging and branding plant.
Time Frames	36-40 months needed to implement the project (i.e. encourage local entrepreneurs to participate in the project, obtain a licence, come up with a brand-name and logo, hire or build a factory, purchase a branding machine(s), mobilise local producers and teach them how to use modern farming methods and technologies).

Project 3

Name of Project	Beef Processing Project 
Description of Project (Synopsis)	<p>This project will add value to the beef that produces by processing it into various meat products. These include: chopped beef, meat stew, bacon, hams (boneless, picnic and water added) burger patties, meat loaves, corned beef and sausages.</p> <p>Provided existing meat production/processing production businesses cannot house a section that processes a large amount of meat, a building will be rented or a new facility built. A high-processing packing house would be preferable in this case. The following diagram shows a general flow sheet of a typical full-line packing house.</p> <p>Process Flow in a Packing Plant (Packhouse)</p>  <p>Source: Extension Specialists</p> <p>As shown in the diagram, the steps in primary meat (beef) processing include: killing, hide removal, eviscerating and trimming, cooling, cutting and deboning and processing, which includes grinding, curing, pickling, smoking, cooking and canning.</p> <p>Meat-processing equipment, such as meat grinders, drain pans and other meat</p>

processing machines will be needed for this work. Spices will also be needed.

The following diagram shows steps in meat processing:



Source: Waste Reduction Resource Centre (WRRC)

Examples of some processes:

Making Sausages: Sausages are made from minced or ground meat. After adding ingredients (e.g. spices) to the meat, it is ground. Such grinding involves pushing it into a rotating blade that chops it as it forces through a stationary output plate. Much butchery have their own mincers or grinders.

Making Corned Beef: The process involves a number of steps, namely: placing the meat in a large container (i.e. pot), dissolving sugar and spices in warm water and pouring them over the meat in the container, refrigerating the container for three weeks, and turning it once or twice each week. At the end of the third week, the meat is soaked in the in several changes of fresh water. This is done to remove excess salt.


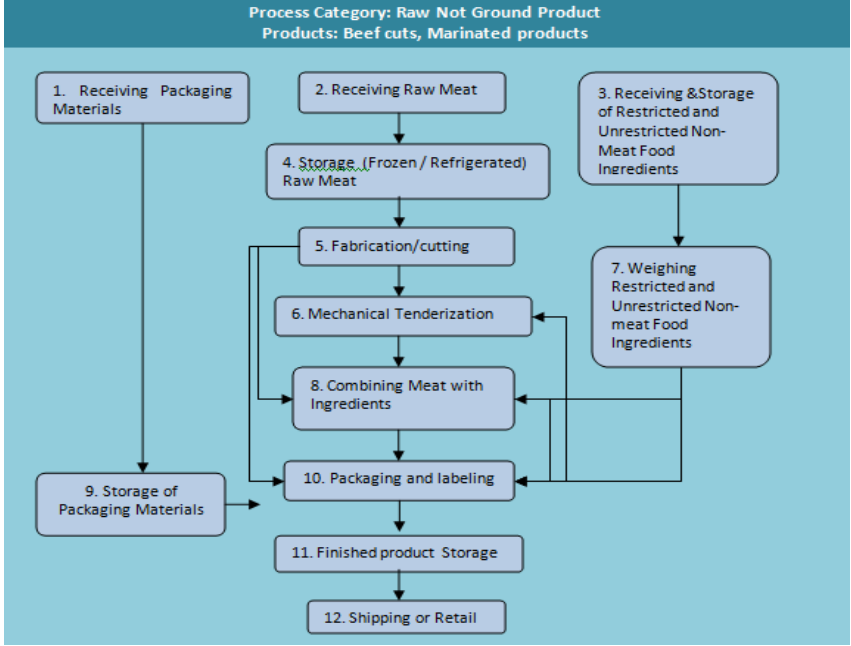
Location

Spatial Positives
(Suitability and

can accommodate light and medium industry. It can be accessed via the primary corridors in the district, namely, the N2. This road links it with another major town in the district..


Resources)	
Ownership/Involvement (Local Champion)	
Time Frame	36 – 40 months to implement

Project 4

Name of Project	Packaging and Branding of Processed Beef and Unprocessed Beef Cuts 
Description of Project (Synopsis)	<p>The quantity of beef produced in provides an opportunity for embarking on a meat packaging and branding project in the district. Meat packages, a branding license, branding/printing machines will be needed for this project. A factory building, (i.e. cold storage facility/warehouse), cold storage equipment, such as large refrigerators, and cold meat cut packaging materials, such as plastic bags boxes, will also be needed.</p> <p>The packaged meat products will be sold in UMkhanyakude, neighboring districts, and in major centers in the provinces, such as Pietermaritzburg, Durban and Richard's Bay.</p>
Process Flow	<p>Process Category: Raw Not Ground Product Products: Beef cuts, Marinated products</p>  <pre> graph TD 1[1. Receiving Packaging Materials] --> 9[9. Storage of Packaging Materials] 2[2. Receiving Raw Meat] --> 4[4. Storage (Frozen / Refrigerated) Raw Meat] 3[3. Receiving & Storage of Restricted and Unrestricted Non-Meat Food Ingredients] --> 7[7. Weighing Restricted and Unrestricted Non-meat Food Ingredients] 4 --> 5[5. Fabrication/cutting] 5 --> 6[6. Mechanical Tenderization] 6 --> 8[8. Combining Meat with Ingredients] 7 --> 8 9 --> 10[10. Packaging and labeling] 8 --> 10 10 --> 11[11. Finished product Storage] 11 --> 12[12. Shipping or Retail] </pre>
Location	Mtubatuba
Spatial Positives	

(Suitability and Resources)	
Ownership/Involvement (Local Champion)	
Time Frame	30–36 months needed to implement the project


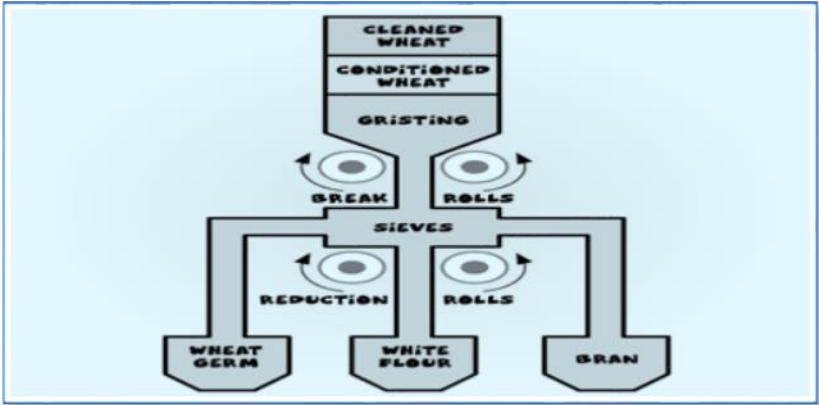
Project 5

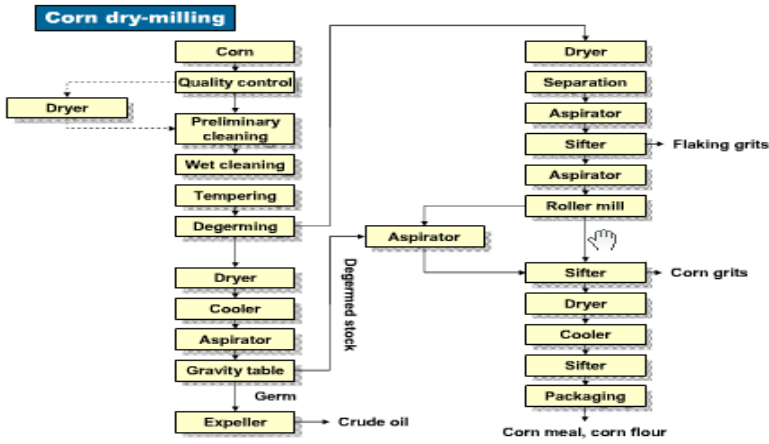
Name of Project	Tomato Processing, Canning , Bottling and Branding Project 
Description of Project (Synopsis)	<p>This project will add value to the tomatoes grown in by processing them into various secondary products, tomato sauce, tomato jam, tomato juice and tomato soup. Separate buildings or plants may be needed for each of these products.</p>
Process Flow	<p>Tomato sauce, jam and juice--making machinery (e.g. a tomato juice extractor), jam-making machinery and tomato juice making machinery will be needed. Large containers, commercial tins, cans, bottles, branding or labeling machines, ingredients, such as sugar, will have to be purchased.</p> <p>Tomato processing: To make products such as tomato jam and tomato juice a tomato pulp has to be prepared first. It can be prepared using a pestle and mortar, some types of mill, a hand held mouli machine or a small pulping machine.</p> <p>Making Tomato Juice and Squash: The process involves preparing a tomato pulp, heating it to 90 - 100°C, cooling it to 80°C, hot filling-it into sterilized bottles, sealing them with clean caps and standing them in a water bath and heating it to 90-100°C for 10 minutes. This is followed by cooling them to room temperature and storing it in a cool place, away from direct sunlight.</p> <p>Making tomato jam: The process involves first preparing a tomato pulp and then heating it gently to dissolve the sugar. Then stir it to prevent burning at the base of the sauce pan that is being used. When the sugar has dissolved, bring it to the boil and make sure you boil it until the jam has the correct level of soluble solids (i.e. 65-68%). Having done this, cool it to about 80°C and hot fill it into sterilized jam jars. Place the lids loosely on the jars and allow it to cool to room temperature. Then</p>

	store it in a cool place, away from direct sunlight.	
	TOMATO PROCESS FLOW	
	Equipment	ActionQuality Control
		Tomatoes
		↓
		Sort
		↓
		Wash
		↓
	Pulp machine	→Pulp
	↓	
	Pasteurise	→Heat for 10 min between 90 & 100°C
	(If done before Filling)	
	↓	
	Fill	→Bottles sterilised by
boiling		
	↓	water or steam for at least 10 minutes
	↓	
New caps	→Seal	
	↓	→Heat for 10 min between 90 & 100°C
	Pasteurise	
	(If done after Filling)	
	↓	
	Cool to room temperature	
	↓	
	Lable	
	↓	
	Store	
Since produces plenty of tomatoes, establishing a tomato processing factory in the district will contribute to unlocking its economic potential. is a suitable place for establishing such a factory for a number of reasons, including: its satisfactory road infrastructure, its consistent supply of water, its well-placed location, and its urban nature.		
Location	Mtubatuba	
Spatial	Positives	

(Suitability and Resources)	
Ownership/ involvement (Local Champion)	
Time Frame	30 - 36 months

Project 6

Name of Project	Maize and Wheat Milling, Processing and Branding Project 
Description of Project (Synopsis)	<p>This project is intended to boost the economy of by adding value to the maize and wheat that it produces. Both of these crops will ground and processed in the district and sold to wholesalers and retail shops throughout South Africa and in other Southern African markets. While the wheat will be converted into pasta and noodles, the maize will be processed into cereal and baby foods. Since the demand for these products is not unstable, especially in urban South Africa, there is a reasonable likelihood that they will be bought.</p>
Process Flows	<p>1. Wheat Milling</p> <p>The wheat milling process involves the following steps:</p> <ul style="list-style-type: none"> • Cleaning and conditioning: The wheat grain is cleaned and conditioned to remove all foreign materials and to soften the outer per carp (bran) layer of the wheat. • Gristing: The wheat is blended with other types of wheat in a process called gristing. • Milling (Stage 1): The grist (wheat) is shorn open so as to separate the white, inner portion from the outer skins. • Milling (Stage 2): The various fragments of wheat grain are separated. The result is a number of flour streams: a white flour stream, a bran stream and a wheat-germ stream. • Packing: The different flours are packaged and sent to the bakeries. <p>A Wheat Milling Process Flow Diagram</p>  <pre> graph TD A[CLEANED WHEAT] --> B[CONDITIONED WHEAT] B --> C[GRISTING] C --> D[BREAK] C --> E[ROLLS] D --> F[SIEVES] E --> F F --> G[REDUCTION] F --> H[ROLLS] G --> I[WHEAT GERM] H --> J[WHITE FLOUR] F --> K[BRAN] </pre>

	<p>2. Maize Milling</p> <p>Dry milling: The dry milling method would be preferred in this case because it produces maize flour that can be used to make cereal and baby foods among other things. The process involves removing the germ of the maize kernel and milling the endosperm.</p>  <pre> graph TD subgraph "Corn dry-milling" direction TB C[Cor] --> QC[Quality control] QC --> PC[Preliminary cleaning] PC --> WC[Wet cleaning] WC --> T[Tempering] T --> DG[Degerming] DG --> D1[Dryer] D1 --> C1[Cooler] C1 --> A1[Aspirator] A1 --> GT[Gravity table] GT --> G[Germ] G --> E[Expeller] E --> CO[Crude oil] DG --> AS[Aspirator] AS --> S1[Sifter] S1 --> D2[Dryer] D2 --> C2[Cooler] C2 --> S2[Sifter] S2 --> P[Packaging] P --> CM[Corn meal, corn flour] end PC -.-> D2[Dryer] AS --> S1 AS --> S2 AS --> S3[Sifter] S3 --> FG[Flaking grits] S3 --> CG[Corn grits] AS --> DS[Degermed stock] DS --> RMR[Roller mill] RMR --> S3 S3 --> D2 D2 --> C2 C2 --> S2 S2 --> P P --> CM </pre>
Location	<p>(wheat milling and processing)</p> <p>(maize milling and processing)</p>
Spatial Positives (Suitability and Resources)	
Time Frame	30 -36 months

6.1.6 Commercial Agriculture

The agricultural sector in UMkhanyakude faces a large number of challenges, the most significant of which are underinvestment in bulk infrastructure (predominantly road infrastructure), a lack of diversification, a need for stronger relationships between stakeholders, limited small-scale farmer support and assistance, and the need for redevelopment/regeneration of vacant farms.

In order to address these challenges, a number of strategic interventions are required that specifically target the major challenges faced by both commercial and emerging farmers. This includes significant investment into infrastructure such as access roads, identification of new potential agricultural opportunities, improving and strengthening the institutional relationships and partnerships between stakeholders, and provision of support and assistance to the agricultural sector, particularly small-scale farmers.

To this end, strategic programmes are identified which pave the way for the identification of related projects aimed to tackle the challenges. The programmes identified within this strategy, will require concerted effort from the stakeholders to ensure their implementation thereof.

6.1.7 Small Medium and Micro Enterprises (SMME)

The existence of a strong and dynamic Small, Micro and Medium Enterprises (SMMEs) sector indicates the relatively good health of the local economy. Based on general personal observations and experience with the local business environment within Mtubatuba Municipality, there is lack of support to the SMME sector, despite the opportunities that exists for this sector to take advantages of the tourism and trade opportunities. These opportunities range from the development of crafts for the tourism sector and general street trading along. A number of strategies have been put in place at national level to provide a framework and an enabling environment within which strong and dynamic SMME sector can be developed and supported to grow. It is the government's view that the SMME sectors including co-operatives have an inherent potential to promote a competitive entrepreneurship sector that is crucial in the sustainable creation of employment.

The municipality has an updated database for SMME's and cooperatives. In the database we have separated those that are operational and not operational. In the past year the municipality has supported the SMME's through means of regular trainings, on business management. The municipality has assisted SMME's and Co-operatives by providing them with working equipment based on the needs of the business. In the 2020/21 FY the

municipality has set aside a budget for R200 000, which its sole intention is to capacitate 20 SMME's and 20 Cooperatives to enable them to provide municipal/ government department with services.

The Municipality has also budgeted for an incubation programme. The Incubation programme is a 1 year programme designed to strengthen and harness any registered small micro and medium enterprise (SMME) that is struggling to grow the entrepreneurship of the community in South Africa. The outcome of the Incubation programme is to develop skills, knowledge and markets. These improvements are intended to lead to increased profitability and growth.

How The Municipality Addresses Challenges Facing Led

During the recently held Strategic Planning Session for Mtubatuba, it emerged that Council owns certain portions and packets of land. Undoubtedly, this land should serve as an asset base that will enhance economic emancipation of black people with Mtubatuba.

The municipality has appointed a reputable service provider to conduct a land audit. Upon conclusion of the land audit the LED Strategy should allude to possible uses of municipal land thereby restore economic hope to the black business community of Mtubatuba. The strategic resolutions towards land use and accessibility will prove commitment and seriousness of the municipality towards upliftment of its constituencies.

RADICAL ECONOMIC TRANSFORMATION

The municipality currently does not have a specific programme targeting to improve competitiveness of SMME's / Cooperatives in the key sector in the locality. The municipality will establish a Mtubatuba business Chamber, which will champion the radical economic transformation.

SPECIFIC PROGRAMMES FOR VULNERABLE GROUPS

This PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.

The Department of COGTA has made available funding to build a craft center for women and youth. This will be done in the 2019/20 FY. There are various LED Poverty alleviation projects that were handed over to beneficiaries in vulnerable groups.

6.1.8 *Implementation Plan For Led Strategy*

The municipality currently has a draft Implementation Plan for the LED Strategy that has not yet been adopted by Council. The plan is currently being circulated amongst LED Forum members and other stakeholders for comments.

6.1.9 .SWOT Analysis for Local Economic Development

The Municipality relied on the SWOT Analysis to assess the local economy of Mtubatuba. It identified and analysed the key economic players and strong and/or weak networks. A stakeholder analysis that serves to depict potential networks, partnerships and resources that could be developed shall be provided. The SWOT analysis is annexed hereto at the end of the Chapter for ease of reference.

Figure: Table SWOT Analysis for Local Economic Development

Strengths	Weaknesses
Well positioned major tourist's attraction areas	Lack of Employment opportunities
Association with Isimangaliso Wetlands Park and the tourism activities anchored around this resource.	Lack of solid partnerships for tourism development
Natural environment worthy of conservation.	Poverty and underdevelopment (poor access to basic services and public facilities)
Strategic location within the elephant coast	Lack of sufficient internal capacity to champion social development and LED programmes
Good natural attractions	Social services backlog particularly in rural areas
Existing and functional LED forum	Lack of shelters/places of safety for people in distress
Good relations with other government departments' e.g. Sugar cane processing plant.	

Opportunities	Threats
Eco-tourism activities and the associated routes	4th Industrial Revolution threatens the development of local economies.
N2 national/provincial corridor and trade route which carries both local and passing traffic.	Economic Junk Status of South Africa
Location in relation to Isimangaliso Wetlands Park, Hluhluwe – Hlabisa Game Reserve and the surrounding eco-tourism	

6.1.10 Challenges for Local Economic Development

KPA-3: Local Economic Development	
CHALLENGES	INTERVENTIONS
Water crisis	To create an enabling environment in relation to water usage to reduce the negative impact resultant from the water crisis.
No funds for research Developments	To lobby for funding within relevant sector departments and Agencies for research development. To alleviate poverty and create jobs.

6.1.11 Strategic Programmes Responsive to the Comparative and

Competitive Advantage of the Locality

Mtubatuba Municipality has taken upon itself to contribute towards the transformation of its local players by having a tailored programme to benefit them specifically. The programme comprises the local Community Tourism Organisations. The strategic geographic location of the Mtubatuba Municipality naturally boosts the tourism ventures in the area as the natural beauty and rich natural resources that abound in the area is unprecedented. The Municipality has identified some challenges that seek to hinder tourism development which became apparent during the development of its LED Strategy. The challenges are: and inadequate road infrastructure, lack of appropriate tourism sites; minimal private investment; lack of co-ordinated tourism development efforts; and poor marketing of facilities and destinations.

The following interventions form the Municipality's specific programme designed to economically transform the local tourism players:

- Setting standards for accreditation and grading of tour operators.
- Interventional measures to ensure realization of the recommendations above were proposed such as under mentioned programmes:
- Working in conjunction with relevant stakeholders to encourage the further development and upgrading of game reserves, dams and nature reserves;
- Establishment and marketing of arts and craft centres;
- Development of tourism information support facilities such as brochures, information offices, signage etc.;
- Hosting of LED/Tourism events;
- Upgrading local access roads;
- Marketing the area as a tourism and investment destination;
- Creating an authentic cultural experience;
- Creating awareness and capacitating previously disadvantaged communities;
- Co-ordinating efforts of tourism development.

Mechanisms to Expand Employment Opportunities in Agriculture

Production and Sale of Crafts

Both the home and veld offer opportunities for craft products that keep certain art-oriented persons busy. It all depends on the talent and enthusiasm of a particular artist as to what type of craft shall be produced.

Materials Used in Production

The following are the natural materials that are used by crafters/artists in production: wood and *ikhwani* (grass), *incema*, beads, seeds, skins and feathers of wild animals and birds. While the forest offers an abundance of natural material ingredients, there are those that are purchased in Mtubatuba markets. Interestingly, some crafts are bound to be seasonal as for example *ikhwani* is plentiful during the summer season.

Agriculture, Agro-Processing and Forestry

Most of the commercial agriculture comprises sugar-cane farming and timber forestry plantations. The East and West of Riverview/Mtubatuba parallel to the uMfolozi River and Mfolozi Flats. In the West and East of Nordale across the main road leading up to St. Lucia are timber plantations spread out all the way Northwards along the railway line all the way to the former commercial state forest land. More commercial timber farming occurs between the N2 to the West close to the proclaimed boundary of iSimangaliso Wetlands Park which forms Mtubatuba Municipality's eastern boundary.

Significantly a considerable part of the forestry areas has been fenced in as informal "extensions" to the Park to extend the movement areas for the animals which are slowly being imported into it, as well as enhance and protect the drainage areas that are fundamental for the wellbeing of Lake St Lucia. Forestry companies operating in the area include Mondi and Siyaqhubeka.

Easily the most common small scale economic activities happening in Mpukunyoni consists of sugar- cane-out-grower scheme. Land parcels range from 2ha to 5ha, and largely occur in the form of dryland crop production. The farmers benefit through technical support that is provided by the Imfolozi Mill (Illovo Mill), which is not sufficient for them to develop further. Further development of these farmers would be easier and possible if the farmers' established themselves as co-operatives. However, mechanisms need to be developed to enable the farmers to access micro finance.

The research conducted by Imfolozi Mill has identified the following areas as high potential for the sugar industry, viz; Nkundusi, Nqakwini, Ntondweni and Emadwaleni. The sugar Mill has put emphasis that should government make funding available these farmers will improve their yields significantly.

Subsistence Farming Production

The main crops grown are amadumbe, beans, bananas, potatoes, imbumbe (beans), sugarcane, gumtrees, pawpaws, avocados, peaches, litchis, mango. In addition to these crops, the women also farm bananas, bhatatas (sweet potatoes), onions, and cabbages.

Seeds are bought from Mtubatuba town and not from St Lucia, because it is expensive and seen to be for whites. The women noted that they have experienced a great deal of racial discrimination in St Lucia.

Crops are grown along the Mfolozi River (at areas designated for crop growing –near the rivermouth which is very fertile) and at homesteads. There is also a communal garden and communal fields at D1 across the Mfolozi River. These are mainly used for growing vegetables, and are a new initiative by the residents on small scale plots.

Mtubatuba Municipality has an initiative aimed at reducing red tape in different sectors where specific mechanisms are designed to suit specific sectors e.g. informal trade red tape reduction surveys, contractors red tape seminars etc.

The adoption of the Informal Economy Policy has resulted in the design of a specific programme that is aimed at achieving the following goals:

- The creation of an informal economic environment that will be conducive for sustainable economic growth targeting the amendment of by-laws that are in conflict with the revised Provincial Growth and Development Strategy Vision, Municipal and LED Vision.
- Implementing support mechanisms for the informal economy.

There is a programme in place that is specifically poised for the benefit of vulnerable groups which are women, youth and disabled in the informal sector. The Municipal Scorecard is annexed hereto for ease of reference.

6.1.12 Job Creation

In line with the revised Provincial Growth and Development Strategy, the Municipality has put in place endeavours for specific skills development programmes earmarked for rural development that shall encompass crafts, agriculture (animal, plant production and agri-processing), sewing and baking. These interventions shall enhance the potential for local enterprise to produce quality products and improve their own competitiveness.

The Municipality intends to promote permaculture practices specifically as it has the potential to increase production levels to enhance household food security. The Municipality views the concepts and skills of permaculture as important in raising awareness of the need to increase productivity in an environmentally sustainable manner. It is envisaged that supporting projects through training and the provision of inputs for permaculture practices and other appropriate agricultural practices for food production shall be sourced from the Department of Agriculture and Rural Development.

6.1.13 EPWP Indicators

The IDP has reflected consistent reporting with regards to work opportunities created across all the sectors on the EPWPs. Integrated grant spending is reflected in the IDP and it is in accordance with the provisions stipulated in the incentive grant agreement. On one hand, the EPWP contributed a creation of employment opportunities for 70 people during the 2017/2018 financial year which had a budget of R1 550 000.00. The total number of the people who benefited from the job creation initiative in this regard was 362.

6.1.14 Green Economy Initiatives

In line with the Provincial Growth and Development Strategy, Mtubatuba Municipality shall prioritise alternative energy projects and/or programmes to determine their feasibility as a reliable supply of energy. To this end, alternative energy supply or the green economy must become measurable in the PGDP with an institutional structure accountable to ensure that targets are met. To date Mtubatuba Municipality is the leader in the region in terms of applying green economy initiatives, this is apparent in the use of solar street lights and greening initiatives that use EPWP and labour-intensive programmes. Mtubatuba Municipality shall commit to COP21 agreement which commits more strongly to a green growth and embrace green economy opportunities.

Outcome: Creating a sustainable economic growth through green economy

Rationale for Intervention

South Africa has committed itself in reducing its emissions below a baseline of 34% by 2020 and 42 percent by 2025. “The approach to mapping out the transition to a low-carbon economy is informed by the need to reach broad consensus on the challenges and trade-offs involved in implementing South Africa’s climate policy” (NDP, Ch5). The transition to a low-carbon and resilient economy requires a capable state to lead, enforce the regulation of GHG emissions, and respond to the impacts of climate change. The transition to a low-carbon economy depends on the country’s ability to improve skills in the workforce, at least in the early phases of the transition.

Developing the Green Industries

The policy framework indicates high level of willingness from South African government to transform the economy and seize the opportunity while the window is still open. Interestingly the proposals on localization of solar geysers and panel manufacturing and improvement of investment climate within the industrial set-up of the green sector are surely gaining the momentum.

Objectives

To promote sustainable economic growth within the Municipal area through the introduction of green opportunities for local companies and creation of green jobs for local people.

Key Action Areas

- Encourage companies and the municipality to develop a Directory of Green Products that can be produced locally and mobilize necessary investment for implementation purposes.
- Partner with Industrial Development Corporation Green Fund to implement strategic green projects. 293
- Prioritise local manufacturing of Solar Geysers and Solar panels to support government initiative of installing more solar geyser to low cost housing
- Educate and promote the development of culturally, environmentally and economically sustainable projects relating to the protection and conservation of wildlife, eco-sensitive areas and natural resources

A high quality natural environment and green infrastructure are integral to the health and wellbeing of sustainable local communities in order to meet their environmental, social and economic needs. Open space and recreation facilities make a fundamental contribution to the quality of an area for both residents and visitors alike and supporting the development of these as well as cultural and heritage assets ensures an appealing environment for both people and wildlife to prosper.

Funding needs to be acquired for the provision of solar photovoltaics on rural homes to decrease the electricity burden. Although solar energy is a costlier system upfront, the long run costs as well as the impact on the environment prove worth its initial cost. It is therefore suggested that exploration of large scale solar photovoltaics take place.

Interventions which address flood alleviation and the enhancement of land for biodiversity and recreation, conserve the quality of environment and contribute to wider economic benefits. Climate change presents a major challenge for any area and acknowledging responsibility for future generations means protecting the environment by creating more energy efficient, sustainable communities. This includes reducing energy consumption by developing alternative energy sources, ensuring buildings use resources more efficiently and have an impact on ultimately decreasing the borough's ecological footprint.

6.1.14 Mtubatuba Municipality's LED Capacity

The Municipality has a designated LED Unit with three (3) staff complement who are employed permanently namely LED Manager, LED Officer and Tourism officer, and three (3) temporary staff members being two data capturers and tourism clerk intern. The Municipality has set aside a budget for the employment of a business licensing officer. The performance of the LED Unit is monitored through individual work plans which emanate from the municipal Performance Management System.

The main capacity challenges that have been identified are related to inadequate funding to support the implementation of LED projects. The Municipality has put the appropriate and functional institutional arrangements in place in line with the LED Forum that was established that sits quarterly and has a strong relationship with the business forum, traditional Council, developers, agricultural association and other forums in the area to ensure smooth operation and inclusive economy.

There is alignment of different economic fora within Mtubatuba Municipality where resolutions of the forums mentioned above are shared in the district IGR through the Development Planning and LED forum linked to provincial and national fora. The LED programmes have been budgeted for. Kindly refer to the Municipal Scorecard for ease of reference.

The Municipality has a monitoring and evaluation plan in place to track all programmes and initiatives. All LED projects are visited and assessed during the construction and operation. This has helped to identify challenges at an earliest stage and impose remedial actions timeously.

Mtubatuba Municipality has budgeted for undertaking of research and developmental of the improvement potential in agriculture, tourism and other economic indicators.

6.1.15 Plan to Mobilise the Private Sector Resources

There is opportunity to establish public – private partnerships. The Municipality has developed an investment strategy as well as the investments incentive grant that seek to mobilise the private sector. Mtubatuba Municipality has attracted many domestic direct investments in assistance to LED with a common objective; to create sustainable jobs and economic growth e.g. Golela retail infrastructure, tiger fish bonanza etc.

In the past financial year the municipality has been able to leverage private sector funding/resources to implement LED projects or catalytic projects. Donor funding included fence manufacturing project by Transnet, agricultural projects by TSB Sugar Mill, etc. This evidences a strong partnership and benefits that can be derived from mobilising the private sector resources. For instance, there are plans afoot to construct a new shopping mall in Mtubatuba Municipality which shall play a pivotal role in job creation.

6.2 SOCIAL DEVELOPMENT

6.2.1 *The Three Priorities Per Ward*

Mtubatuba Municipality has identified a maximum of three (3) priorities per ward which are listed herein-below:

- Water and Sanitation;
- Housing; and Electricity.

6.2.2 *Health Situational Analysis*

Health considerations form an integral part of spatial transformation and settlement making in Mtubatuba. Provision of health facilities should consider, among other, public transportation and service thresholds, and be located close to activity areas and regular places of gathering.

The location of preventively orientated health facilities, such as clinics, in association with primary and pre-primary schools, offers advantages. Preventive functions, such as inoculation and nutritional programmes are best delivered through schools. Where a multipurpose hall serves a number of schools, a clinic may be beneficially located within or adjacent to that hall. In line with the national planning standards for health facilities, a clinic should be developed for every 6000 households or

5km radius where service thresholds allow. Deep rural settlements should be prioritized for mobile clinic services. Certain parts of Mpukunyoni appear to be poorly provided with such facilities, but do not make sufficient thresholds in this regard. Lower standards should be adopted in some areas as a means to improve access to these facilities.

Education Facilities

The creation of environments which promote learning forms an integral part of the settlement-making process. In this respect, learning experience can be enhanced by integrating educational facilities with the broader settlement structure. This can be achieved by locating schools, crèches and adult education centres close to places of intensive activity. The concept of the specialized self-contained school, accommodated on a spatially discrete site and serving only its pupil population, needs a rethink. Schools should be seen as resources serving both pupils and the broader community. In this regard schools can accommodate the school

population during the day and, where possible, adult education during the evenings. Similarly, halls and libraries can serve the school population during the day and the broader community during the evening, ensuring 18-hour usage of facilities within a 24-hour time cycle.

The need for informal school play space can be supplemented by public space adjacent to which the school is located. Formal sports fields can serve both the school and the broader community. In terms of their location, schools should be part of an accessible, settlement-wide system of education facilities. Accordingly, they should be located close to continuous public transport routes. This will make schools sustainable over a longer period, since they will draw pupils from a larger area, thus becoming less susceptible to fluctuations in the local population.

6.2.3 *Safety & Security, National Building & Social Cohesion Situational Analysis*

National government envisages the rural development to be done through agrarian transformation, which implies the rapid and fundamental change in the relations (systems and patterns of ownership and control) of land, livestock, cropping and the communities. The strategic objective of this approach is “Social Cohesion and Development”. Accordingly, Mtubatuba Municipality has thus committed itself to play its own role to work in line with the aforesaid.

The diagram below depicts the relationship between the components of the Comprehensive Rural Development Programme, what aspects need to be addressed under each component, and how they should interact to reach the strategic goal of Social Cohesion in the Rural Areas. Mtubatuba Municipality intends to effect implementation thereof as per the following graphic

Figure: Strategic Objective: Social Cohesion and Development

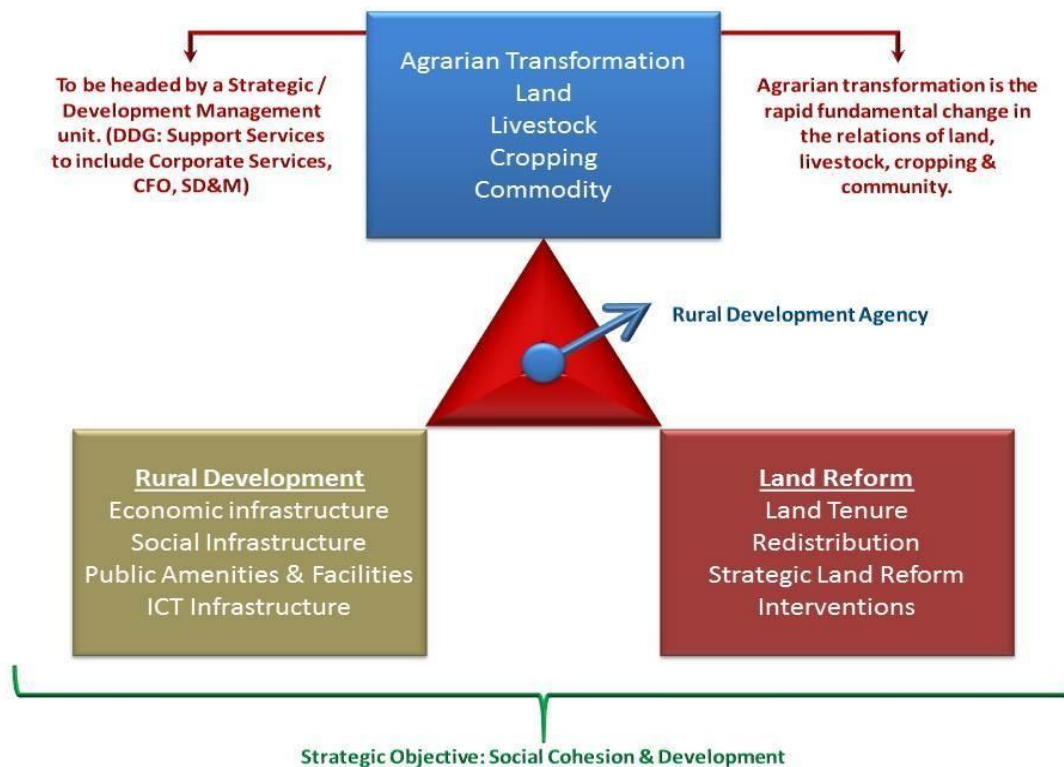


Figure : Strategic Objective - Social Cohesion and Development

The Mtubatuba Municipality area of jurisdiction has two police stations in KwaMsane and Mtubatuba. There are also 2 satellite Offices in St Lucia and Nkundusi. The Municipality participates in the community safety forums and Community Police Forums. The Municipality has established a Fire and Rescue Unit with trained personnel. The Unit is equipped with Fire Engine, response bakkie, small fire tools and jaws of life. There is a need for the construction of the Fire Station and the need to identify a site and funding.7.2.4. Municipal Safety Plan

The Municipality participates in the community safety forums and Community Police Forums. Otherwise the Municipality's Community also has Disaster Management Plan, which enhances the community safety plan although it triggers into action once a disaster occurs. That is, it reacts to an event rather than operates proactively.

6.2.4 ***Municipal Health Services By-Laws***

This function is currently the preserve of the Umkhanyakude District Municipality under which Mtubatuba Municipality falls. Accordingly, there is a by-law in place for health serices for

all local municipalities under the District to ensure that municipal health services issues are addressed.

6.2.5 *Vulnerable Groups Situational Analysis*

The Municipality has appointed a dedicated official to attend to People Living with Disability by co-ordinating programmes for the vulnerable and people living with disability. The Municipality encourages economic participation of people living with disabilities through the allocation of points during the tendering process. The Municipal library boasts facilities especially for the benefit of the blind such as computer, document reader and braille machine.

6.2.6 *Plan for Vulnerable Groups*

The plan for catering for the vulnerable groups falls under the Special Programmes Unit whose mandate is to implement and manage programmes initiated on behalf of and for the vulnerable groups (such as Youth, Women, Gender, Children, Senior Citizen Disability, HIV and Aids, etc.) within Mtubatuba Municipality. The Special Programmes Unit is also responsible for the facilitation of promoting healthy lifestyle programmes through encouraging personal skills development. It is the duty of the Special Programmes Unit to conduct community surveys to determine social developmental needs for the vulnerable groups. Kindly refer to the SDBIP Community Services 2020/21 with regard to the planned projects. There are disability workshops and seminars planned for 2020/21

Youth Programmes

The approved organogram for 2020/21 and beyond caters for the youth affairs unit that is headed by the Manager: Youth Affairs. The Municipality runs youth programmes which is mainly focused on the youth from the Mtubatuba communities.

The future prospect of any nation is solely dependent on its ability to protect and develop its young people and also instil in them good values and principles. Young people represent the future of the nation and it is within the leaders, business people, public servants, scientists and other societal role players emerge and move the nation forward.

It is for this reason that Mtubatuba LM has put youth development at the top of its development agenda and has developed a comprehensive and a wide-ranging intervention programmes to ensure that the youth of Mtubatuba have access to a variety of opportunities that will enable them to develop themselves, pursue their dreams and realize potential.

Youth development is legislated by National Youth Policy 2015-2020 (NYP 2020) Government has developed the National Youth Policy 2015-2020 that defines, informs and guides the approach that government and all stakeholders should take in advancing the interests and ensuring the wellbeing and development of our youth.

The youth Department was established to respond to the current youth issue in our Mtubatuba Municipality. We prioritise programs such as Education and Skills Training. We also advocate for good behaviour and instil the humanity in our future generation through our programs such as school visits.

The Municipality also links young graduates and jobseekers to employers; there will be a youth unemployed data base created that will be link to employers.

There are interventions to support entrepreneurship, facilitating access to opportunities such business trainings and markets for youth owned companies and cooperatives through National Youth Development Agency (NYDA)

The youth affairs department will also create youth development policy in 2020/21 financial year that will guide the youth programs. The policy will outline the role of private sector and other stakeholders within Mtubatuba Municipality boundaries. We strongly believe that we need them as they absorbed a large part in employment.

The unemployment is a crisis in our country and our area as well, but the main challenge is the skill to young people. Therefore, we have initiated a program called Special Skill for youth. The aim is to give them something so that they can look for job. Under Special Skills program we will train them with computer skill, drivers' licences and other should our budget allows us.

We believe that the principal goal is education, education raises the level of literacy and numeracy and it promote the technical, vocational and analytical skills, therefore we have programs to assist young people in school educationally. We assist them through career guidance, Matric achievements awards as well as Registration programme.

We strongly believe that education should be finance from municipality budgetary allocations. However, it should be strengthened by private sector donations.

In conclusion Youth Affairs unit is the co-ordination unit between all Youth agencies, government department and young people. We make sure that we create a platform and we follow up in everything that young people make enquires

Table: Youth Population

Province, District and Local municipality	2015 Grants and subsidies received as a % of Total income	2011							
		Total population			Youth (15-34 years)			Youth proportion	Persons aged 20 years+ who have completed grade 12
		Male	Female	Total	Male	Female	Total		
527 DC27: UMkhanyakude	90.5%	288 646	337 200	625 846	103 612	122 797	226 409	36.2	87 940
586 KZN275: Mtubatuba	71.1%	81 314	94 111	175 425	29 798	34 912	64 711	36.9	28 471

Source: 2011 Stats SA

Table: Youth Population

Province, District and Local municipality	2015 Grants and subsidies received as a % of Total income	2016									
		Total population			Youth (15-34 years)			Youth proportion	Sex ratio	Total population intercensal growth rate (2011-2016)	Persons aged 20 years+ who have completed grade 12
		Male	Female	Total	Male	Female	Total				
527 DC27: Umkhanyakude	90.5%	323 993	365 097	689 090	127 211	134 158	261 368	37.9	88.7	0.022	115 821
586 KZN275: Mtubatuba	71.1%	95 377	106 800	202 176	38 013	39 704	77 717	38.4	89.3	0.032	41 129

Source: 2016 Stats SA

Arts and Culture

The Mtubatuba Municipality youth partakes in the Reed Dance Ceremony (*Umkhosi Womhlanga*) which usually takes place at KwaNongoma –Enyokeni and Engwavuma – Emachobeneni. When preparing for this annual event, the Municipality provides assistance to the maidens for participation in *Ubuhle Bezintombi zakwa-Mpukunyoni* and also in the Reed Dance Ceremony (Umkhosi Womhlanga) proper. This encourages the maidens to promote moral regeneration.

The Municipality hosts *Ingoma* Event-to promote the spirit of unity amongst community members and is usually held from the 16th of December to the 1st January. The Municipality, working in partnership with the Department of Arts and Culture, hosts a Musical Talent Search which promotes local music talent and *Maskhandi* Music Festival: form of entertaining people. Finally, the Municipality has established Faith Based Organisations and conducts Prayer Day-on an annual basis.

HIV/AIDS Programmes

It is common cause that young people are faced with a number of challenges that affect their well- being which include substance abuse, teenage pregnancy, rape, crime, violence, unsafe sex, abortion, HIV/AIDS, TB and emotional abuse. To this end, therefore, the Municipality has established a Local Aids Council. Several awareness campaigns including workshops on HIV/AIDS, TB and teenage pregnancy were hosted. The target group is the youth (those who have just left school as well as all other age groups). The workshop objectives aimed at exposing young people to relevant information regarding anti-substance abuse and anti-drug abuse programmes and provide a platform for an intense interaction between experts in the field of anti-substance abuse and anti- drug abuse and the youth within Mtubatuba Municipality.

NPO'S WITHIN MTUBATUBA MUNICIPALITY

UMKHANYAKUDE DISTRICT MUNICIPALITY			
HIV AND AIDS			
SERVICE OFFICE	NAME OF ORGANISATION	NPO NO.	WARD &AREA
KWAMSANE	SENZOKUHLE HIV/AIDS	030-677	3-KHULA VILLAGE
KWAMSANE	ITHEMBALESIZWE HIV/AIDS	023-237	6-NKODIBE

KWAMSANE

UTHANDO COMM
CENTRE

064-677

12-SHIKISHELA

KWAMSANE

MZONDENI COMM
CARE

068-603

6-NQOPHENI

Early Childhood Development

The Mtubatuba Municipality has the responsibility to take care of the children that are still attending crèches. We give them support in terms of equipment (educational, recreational and sporting). We work hand in hand with the Department of Sport and Recreation, Social Development and Department of Education as the Non-Governmental Organisations that has the responsibility in ensuring that the Early Childhood Development programmes are implemented.

There is also a structure that is aiming at promoting and advocating a culture of children's rights through co-ordinating and effectively monitoring and evaluating the realization of the child's right to survival, development, protection and participation.

UMKHANYAKUDE DISTRICT MUNICIPALITY

ECD & PARTIAL CARE

SERVICE OFFICE	CATEGORY	NAME OF ORGANISATION	NPO REG NO.	WARD&AREA	
MTUBATUBA	ECD CENTER	ASIMILE CRECHE	022-624	8-QAKWINI	
MTUBATUBA	ECD CENTER	BAMBISANANI CRECHE	0636-961	11-MCHAKWINI	
MTUBATUBA	ECD CENTER	BUHLEBEMFUNDO CRECH	066-530	18-MYEKI	
MTUBATUBA	ECD CENTER	CEKENI CRECHE	069-243	12-MADWALENI	
MTUBATUBA	ECD CENTER	CELIMPILO CRECH	078-629	8-QAKWINI	
MTUBATUBA	ECD CENTER	DUDUZILE CRECHE	054-041	12-MAKHAMBANE	
MTUBATUBA	ECD CENTER	DUKUDUKU CRECHE	004-007	3-KHULA VILLAGE	
MTUBATUBA	ECD CENTER	ENKANYISWENI CRECHE	003-894	13-BASWAZINI	
MTUBATUBA	ECD CENTER	ESIHLALANENI CRECH	018-087	19-GUNJANENI	
MTUBATUBA	ECD CENTER	FEZIMPILO CRECHE	035-488	7-NDOMBENI	
MTUBATUBA	ECD CENTER	KHULANGOLWAZI CRECHE	164-311	7 - NDOMBENI	

MTUBATUBA	ECD CENTER	GUGULETHU CRECHE	033-948	6-NKOMBOSE	
MTUBATUBA	ECD CENTER	IKHWEZI CRECHE	003-970	6-NKOMBOSE	
MTUBATUBA	ECD CENTER	IMBALENHLE CRECH	070-061	2-MSANE RESERVE	
MTUBATUBA	ECD CENTER	IMBALIYAMAZULU	066-349	8-QAKWINI	
MTUBATUBA	ECD CENTER	IMBEWU ENHLE CRECHE	031-561	19-NSOLWENI	
MTUBATUBA	ECD CENTER	IMPUCUKO CRECHE	063-876	13-NKOMBOSE	
MTUBATUBA	ECD CENTER	IMPUMELELO CRECHE	049-166	3-KHULA VILLAGE	
MTUBATUBA	ECD CENTER	INKOSINOMUSA CRECHE	096-004	17-OGENGELE	
MTUBATUBA	ECD CENTER	ISIKHIYESEMPILO CRECHE	070-065	2-MSANE RESERVE	
MTUBATUBA	ECD CENTER	ISULETHU CRECH	070-060	17-OGENGELE	
MTUBATUBA	ECD CENTER	IZITHELOZEMFUNDO CRECHE	102-490	5-DUKUDUKU	
MTUBATUBA	ECD CENTER	JERUSALEMA CRECHE	080-899	14-NKOLOKOTHO	
MTUBATUBA	ECD CENTER	KHULANGOLWAZI CRECHE	063-876	20-NDLOVU VILLAGE	
MTUBATUBA	ECD CENTER	KHULANOMATHIYA CRECH	070-018	3-KHULA VILLAGE	
MTUBATUBA	ECD CENTER	KUYASA CRECHE	057-014	6-NQOPHENI	
MTUBATUBA	ECD CENTER	MAKHANDENI CRECHE	069-217	18-MYEKI	
MTUBATUBA	ECD CENTER	MAKHOSANA CRECHE	091-336	8-QAKWINI	
MTUBATUBA	ECD CENTER	MASAKHANE CRECHE	039-571	19-GUNJANENI	
MTUBATUBA	ECD CENTER	MASIBAMBISANE CRECHE	029-950	2-MSANE RESERVE	
MTUBATUBA	ECD CENTER	MASICATHULE CRECH	038-934	1-MSANE-TOWNSHIP	
MTUBATUBA	ECD CENTER	MASISEBENZE CRECHE	037-032	15-MACHIBINI	
MTUBATUBA	ECD CENTER	NDABENHLE CRECHE	063-112	3-KHULA VILLAGE	
MTUBATUBA	ECD CENTER	NHLAKANIPHO CRECHE	037-575	8-QAKWINI	

MTUBATUBA	ECD CENTER	NHLANHLENHLE CRECH	029-679	16-MAPHELENI	
MTUBATUBA	ECD CENTER	NKWALINI CRECHE	063-903	17-OGENGELE	
MTUBATUBA	ECD CENTER	NTUTHUKO CRECH	066-427	11-MCHAKWINI	
MTUBATUBA	ECD CENTER	NQOLOBANE CRECHE	063-956	16-MAPHELENI	
MTUBATUBA	ECD CENTER	PHINDOKUHLE CRECH	070-030	16-MAPHELENI	
MTUBATUBA	ECD CENTER	QHAKAZA CRECHE	063-078	8-QAKWINI	
MTUBATUBA	ECD CENTER	QHUBEKA CRECHE	059-778	18-QUBUKA	
MTUBATUBA	ECD CENTER	REVIVAL CRECH	073-671	8-QAKWINI	
MTUBATUBA	ECD CENTER	SENZOKUHLE CRECHE -	051-571	9-NKUNDUSI	
MTUBATUBA	ECD CENTER	SIQONDOKUHLE CRECHE	115 - 526	9- NKUNDUSI	
MTUBATUBA	ECD CENTER	IBIZA CRECHE	128 -640	9-NKUNDUSI	
MTUBATUBA	ECD CENTER	SIBONGEKILE(SBONGILE)	049-019	16-MAPHELENI	
MTUBATUBA	ECD CENTER	SIBONGILE CRECHE	057-169	12-SHIKISHELA	
MTUBATUBA	ECD CENTER	SIBONOKUHLE CRECH	029-372	11-MCHAKWINI	
MTUBATUBA	ECD CENTER	SIHLE CRECHE	066-353	11-MCHAKWINI	
MTUBATUBA	ECD CENTER	SIKHULILE CRECHE	029-199	1-MSANE-TOWNSHIP	
MTUBATUBA	ECD CENTER	SIMUNYE CRECHE	035-945	3-DUKUDUKU	
MTUBATUBA	ECD CENTER	SINENHLANHLA CRECH	029-199	3-DUKUDUKU	
MTUBATUBA	ECD CENTER	SINETHEMBA CRECH	070-368	17-OPHONDWENI	
MTUBATUBA	ECD CENTER	SIPHAMANDLA CRECHE	034-913	11-MCHAKWINI	
MTUBATUBA	ECD CENTER	SIPHESIHLE CRECH	078-146	14-MSHAYA	
MTUBATUBA	ECD CENTER	SIPHUSIZO CRECH	077-913	8-QAKWINI	
MTUBATUBA	ECD CENTER	SIQALO FOUNDATION CRECHE	104-528	7-NDOMBENI	
MTUBATUBA	ECD CENTER	SIYATHUTHUKA CRECHE	069-235	9-NKUNDUSI	
MTUBATUBA	ECD CENTER	SIYAZAMA CRECH	077-409	12-SHIKISHELA	
MTUBATUBA	ECD CENTER	SIYAQHUBEKA CRECHE	066-519	16-MAPHELENI	
MTUBATUBA	ECD CENTER	SIZAKALA CRECHE	069-227	15-MACHIBINI	

MTUBATUBA	ECD CENTER	SIZUMPHAKATHI CRECH	077-594	14-MSHAYA	
MTUBATUBA	ECD CENTER	SOMKHELE CRECHE	011-282	14-SOMKHELE	
MTUBATUBA	ECD CENTER	SWELIHLE CRECHE	063-080	16-MAPHELENI	
MTUBATUBA	ECD CENTER	THANDANANI CRECH	070-232	16-OGENEGELE	
MTUBATUBA	ECD CENTER	THOLIMFUNDO CRECHE	063-844	19-NSOLWENI	
MTUBATUBA	ECD CENTER	THUTHUKANIBASWAZINI	054-632	13-BASWAZINI	
MTUBATUBA	ECD CENTER	UKUKHANYA CRECHE	070-498	6-NQOPHENI	
MTUBATUBA	ECD CENTER	UMYEZANE CRECHE	036-933	7-NTONDWENI	
MTUBATUBA	ECD CENTER	USIZOLWETHU CRECHE	054-632	19-MVUTSHINI	
MTUBATUBA	ECD CENTER	VUKANI CRECHE	031-358	10-MFEKAAYI	
MTUBATUBA	ECD CENTER	VUMELANI CRECHE	066-420	16-MAKHAMBANE	
MTUBATUBA	ECD CENTER	WELANI CRECHE	030-032	16-MAPHELELNI	
MTUBATUBA	ECD CENTER	ZAMUKUPHILA CRECH	061-397	7-NTONDWENI	
MTUBATUBA	ECD CENTER	ZIPHEMBELENI CRECHE	031-344	13-NKOMBOSE	
MTUBATUBA	ECD CENTER	ZIZAMELE CRECHE	063-928	12-MADWALENI	
MTUBATUBA	ECD CENTER	SIZABANTU CRECHE - KWAMSANE -ULD	123-644	4-DUKUDUKU	
MTUBATUBA	ECD CENTER	SIPHIWE CRECHE -KWAMSANE - ULD	063-946	9-QAKWINI	
MTUBATUBA	ECD CENTER	MALIBONGWE CRECHE - KWAMSANE -ULD	095-692	3-KHULAVILLAGE	
MTUBATUBA	ECD CENTER	NTOKOZWENI CRECHE - KWAMSANE -ULD	133-986	2-MSANE RESERVE	
MTUBATUBA	ECD CENTER	SAMKE CRECHE -KWAMSANE - ULD	155-955	10-MFEKAYI	
MTUBATUBA	ECD CENTER	SIYABONGATHEMBANATHI CRECHE -KWAMSANE -ULD	104-504	6-NKOMBOSE	
MTUBATUBA	ECD CENTER	BONOKUHLE CRECHE - KWAMSANE -ULD	131-661	19-NSOLWENI	
MTUBATUBA	ECD CENTER	BABUSISE CRECHE -KWAMSANE -ULD	122-652	7-NTONDWENI	
MTUBATUBA	ECD CENTER	FUNDEDUZE CRECHE -- KWAMSANE -ULD	079-511	15-DUBELUNKUNZI	

Sports and Recreation

Leading up to the annual KWANALOGA Games, the Municipality invests funds in identifying and developing local talent to ensure that Mtubatuba is represented in the provincial tournaments. In the 2018/19 financial year Mtubatuba was represented in various sporting codes. These games start from Ward level, municipal level, District level up to provincial level. The sporting codes were:

- Soccer
- Netball
- Volley Ball
- Indigenous games

6.2.7 Households Food Production Initiatives

Mtubatuba Municipality, working in conjunction with the Department of Agriculture, is in support of households who practise initiatives to produce their own food. The Municipality intends to promote permaculture practices because there is an understanding that it has the propensity to encourage production levels which will in turn improve household food security. It is reasonably expected that supporting projects through training and the provision of inputs for permaculture practices and other appropriate agricultural practices for food production shall be sourced from the Department of Agriculture and Rural Development.

6.2.8 Support with National School Nutrition Programme

The Municipality ensures that all primary schools within its boundaries benefit from the National School Nutrition Programme to ensure that children especially those from disadvantaged backgrounds and communities are catered for. This is evidenced by the Mtubatuba *Operation Sukuma Sakhe Programme*.

6.2.9 Social Development SWOT Analysis

Figure: Table Showing SWOT Analysis for Social Development

Strengths	Weaknesses
<p>Well positioned tourists attraction areas</p> <p>Association with Isimangaliso Wetlands Park and the tourism activities anchored around this resource.</p> <p>Natural environment worthy of conservation. Strategic location within the elephant coast Good natural attractions</p> <p>Good relations with other government departments' e.g. Sugar cane processing plant.</p> <p>Multi-sectorial collaborations with NGOs and CBOs</p>	<p>Lack of Employment opportunities</p> <p>Lack of solid partnerships for tourism development</p> <p>Poverty and underdevelopment (poor access to basic services and public facilities)</p> <p>Social services backlog particularly in rural areas</p> <p>Lack of shelters/places of safety for people in distress</p> <p>Lack of sport and recreational facilities in rural areas</p>
Opportunities	Threats
<p>Eco-tourism activities and the associated routes</p> <p>N2 national/provincial corridor and trade route which carries both local and passing traffic.</p> <p>Location in relation to Isimangaliso Wetlands</p>	<p>Ad hoc assistance from sector departments for social, tourism and LED</p> <p>Impact of global economic slow-down on investment and development in Mtubatuba.</p> <p>Economic Junk Status of South Africa</p>

Strengths	Weaknesses
Provision of Multi-Purpose Centre for rural areas	

The SWOT Analysis has identified and analysed the key economic players, strong/weak networks. (Also refer to the LED Strategy). A stakeholder analysis depicting potential networks, partnership, resources that could be developed is also provided.

MUNICIPAL FINANCIAL VIABILITY

7. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

The final Budget for 2019/20 financial year has been prepared, aligned and integrated into the 2019/20 final IDP Review. The budget below also contains indicative figures for 2020/21 and 2021/22.

The municipal income for 2018/19 was R 237,074,923 and it has increased to R 246,543,847 for 2018/19 financial year.

The expenditure for 2018/19 was R 228,251,603 and it will be increased to R 245,149,528 for 2018/19 financial year including capital expenditure which is in line with the projected municipal income;

The budget for capital projects for 2018/19 was R 39, 757, 00 and it has decrease to R35, 097,504 for 2019/20 financial year. The decrease is because of low reserves to fund capital project.

7.1 CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

A three-year synopsis on capital funding and expenditure is provided in the 2020/2021 and the IDP covering the following: funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delays.

MIG funding has been made available for the execution of capital projects. MIG grant have been completely spent in the past financial years. This indicates that the municipality is in a good position to execute capital projects in accordance with the conditions of the grants. Capital expenditure is funded through government grants and internally generated funds. Capital budget performances for the previous financial years (2016/17, 2017/18 and 2018/19) are respectively tabled herein-below:

Table 56: Table Showing Grants Performance 2018/19

GRANTS PERFORMANCE 2018/19				
GRANT NAME	FUNDS RECEIVED	EXPENDITURE	VARIANCE	PERCENTAGE SPENT
Municipal Infrastructure	29 607 700	29 607 700	-	100%
Infrastructure Sport Facilities	6 500000	6500000	-	100%

Table Showing Grants Performance 2018/19

The municipality is not anticipating challenges regarding the performance of grants for 2018/19 financial year. The sport grant is a multi-year project.

Table 57: Table Showing Grants Performance 2018/19

Table Showing Grants Performance 2018/19

GRANTS PERFORMANCE 2018/19				
				PERCENTAGE SPENT
Municipal Infrastructure	29 607 700	29 607 700	-	100%
National Electrification	23 600 000	17 000 000,00	-	100%
Infrastructure Sport Facilities	6 500 000,00	6 500 000	-	100%

There were no challenges in the implementation of capital projects. Table 58: Table Showing Grants Performance 2015/2016

Table Showing Grants Performance 2016/17

GRANTS PERFORMANCE 2016/2017				
				PERCENTAGE SPENT
Municipal Infrastructure	30 303 000,00	30 303 000,00	-	100%
National Electrification	14 000 000,00	14 000 000,00	-	100%
Infrastructure Sport Facilities	4 000 000,00	3 108 480,00	891 520,00	78%

There were no challenges in the implementation of capital projects.

Municipal Consumer Debt Position

The non-payment for municipal services adversely affects the cash flow situation. There is a significant loss of revenue from the culture of non-payment on the municipal consumers. The bottom line is that if every consumer regularly pays for the services rendered the municipality will improve on service delivery, increase maintenance of existing infrastructure and the provision of additional amenities. Ward councillors and members of ward committees must play a significant role in creating community awareness of the impact of the practices of non-payment of rates and services and contribute to the accessibility to the areas by council's audit teams.

7.2 SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT

Indigent Policy

The Mtubatuba Municipal Council adopted its Indigent Policy in 2018, which shall be subject to annual review and being implemented through the Finance Department. For the 2020/21 FY the municipality has allocated R150 000 for indigent support from the equitable share which is less than zero percent.

Owing to the level of unemployment and subsequent poverty in the municipal area, there are households which are unable to pay for normal municipal services. The Municipality therefore adopted the Indigent Policy to ensure that such households have access to at least basic municipal services. Going forward, the Municipality underwent an intensive exercise of verifying indigent applications for 2020/21 financial year and accordingly. The Municipality has completed the exercise of data collection from all municipal wards in order to have a credible indigent register. There are currently 211 indigent households.

Below is a table indicating the indigent support over the last three years:

2017/18 Amount Allocated	2018/19 Amount Allocated	2019/20 Amount Allocated
R79 817.00	R150 000.00	R150 000.00

A monitoring mechanism is in place to ensure that the budget allocated for people with disabilities is fully utilised. To this end, the Municipality has budgeted R 100 000 to benefit People Living with Disabilities and a dedicated official has been appointed to execute projects/programmes related therefore under the Special Programmes Unit.

7.3 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

The Municipality has interventions in place aimed at improving revenue collections. The strategy was developed during the 2018/19 financial year and will be reviewed in 2019/20 and 2020/2021 for implementation. By-and-large, the interventions have benefitted the Municipality in getting a buy-in from businesses and communities in appreciating services provided by paying for them.

Mtubatuba Municipality is facing significant fiscal difficulties, which will undermine the effective and efficient performance of its functions and mandate. More importantly these difficulties are

becoming increasingly severe and unless focussed action is undertaken to address the underlying causes, Mtubatuba Municipality will find it increasingly difficult to perform its mandate.

The political and administrative leadership of Mtubatuba Municipality need to be positioned to manage competing demands for limited resources in a fair equitable and efficient manner.

Key components identified as priority are:

- Review the current budgeting strategy and process as well as expenditure and management systems to ensure efficient and effective service delivery in line with Mtubatuba Municipality priorities.
- Implement cost containment through review of the following policies: (a) Car allowance policy
- (b) Subsistence and travelling policy (c) Telephone management policy (d) Overtime policy

- Review cash and debt management strategies and practices.
- Review internal controls and delegations regarding financial management.
- Review governance practices in the Supply Chain Management practices and implement proper controls and risk management practices. The 2017 PPPFA need to be taken into account to avoid non-compliance.
- Review IT infrastructure and implement Accounting, Budget and Reporting
- Reforms (mSCOA etc.
- The implementation will commence in the 2019/20

7.4 REVENUE PROTECTION (DEBT MANAGEMENT)

A spreadsheet indicating the total debt outstanding in a 3-year cycle per category per age analysis is annexed hereto for ease of reference. The municipal consumer debt currently stands at R 117 317 522.75 being the outstanding amount by the end of January 2018.

There has been a steady increase over the years owing to non-payment for services. In the 2015/2016 financial year the Council approved for a 50% discount on any debt above 90 days for residential debtors who would enter into agreement with the Municipality with a view to reducing the balance on the municipal debtor's book. The municipality also appointed debt collector to collect long outstanding debtors on behalf of the municipality.

Revenue & Debt Collection Report for February 2020

MONTH	AMOUNT BILLED	AMOUNT COLLECTED	collection rate %
July	2,858,323	2,096,130	73%
August	2,858,323	2,031,944	71%
September	2,858,323	2,734,234	96%
October	2,858,323	2,250,062	79%
November	2,858,323	1,932,399	67%
December	2,858,323	2,799,432	98%
January	2,858,323	2,050,164	72%

Mtubatuba local Municipality is highly dependent on government grants which is currently sitting at 71% in the 2019/20 FY. The municipality is able to bill for rates and refuse on a monthly basis. The municipality is able to collect in a region of 79% on current debt of the billed revenue on a monthly basis. This report or table above highlights the amount of income billed from July 2018 to February 2019. The municipality is able to collect from the old debt to increase monthly collection rate.

Discussion

The municipality will engage the service of the debt collector to ensure collection from mostly business customers. Debt collection services were engaged through normal SCM processes. From the month of July, the municipality have been dealing with the challenges that was caused by implementation of MSCOA. Most of the challenges were sorted during the month of October. As it was mentioned training on MSCOA is crucial for the unit to ensure the smooth transition to the implementation of the regulations and this have been requested to CCG and it has been scheduled to take place within the financial year, hopefully the challenges we have been facing will come to the end.

The challenges of opening balances we have been facing since the implementation of mSCOA had been fixed in the last financial year and we migrated all the transactions successfully.

As part of the implementation of debt collection strategy, the municipality has looked for the system to strengthen the debt collection. The system that is mostly used by other municipalities. The system will assist the municipality in the following activities:

- The system will send sms reminders to customers 3 times a month
- It will send MMS statements which is good for the municipality in terms of saving up to 60% on a monthly basis.
- It will show how many people have received their statements for that particular month. In that way the municipality will be able to deal with customers who always complain about not getting their statements.

Furthermore, the municipality had hand delivering reminders and statements to its customers in Nordale and Honeydale and the response is so amazing. The municipality has more than 50 people came and made payment arrangement and signed up for monthly stop orders.

Outstanding Debtors

OUTSTANDING DEBTORS

Debtors Age by Income

Detail	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total
Debtors Age Analysis By Income Source									
Trade and Other Receivables	-	-	-	-	-	-	-	-	-
Trade and Other Receivables	-	-	-	-	-	-	-	-	-
Property Rates	3 651 203.93	- 61 561.69	1 074 167.49	1 376 579.57	2 549 875.72	- 25 224.09	8 109 008.10	39 239 871.62	55 913 920.65
Receivables from Exchange	-	-	-	-	-	-	-	-	-
Waste Management	657 218.10	- 5 170.44	263 294.75	260 087.75	500 864.52	- 944.77	1 628 276.35	9 101 783.11	12 405 409.37
Receivables from Exchange	-	-	-	-	-	-	-	-	-
Interest on Arrear Debtor Acc	2 015 676.78	-	974 222.97	945 399.54	1 875 182.20	-	6 037 875.93	24 474 601.28	36 322 958.70
Recoverable unauthorised, ir	-	-	-	-	-	-	-	-	-
Other	273 743.60	- 2 368.10	104 602.65	102 975.94	187 806.64	- 1 279.43	603 123.84	2 093 248.02	3 361 853.16
Total By Income Source	6 597 842.41	- 69 100.23	2 416 287.86	2 685 042.80	5 113 729.08	- 27 448.29	16 378 284.22	74 909 504.03	108 004 141.88
Debtors Age Analysis By Customer Group									
Organs of State	392 804.53	- 4 709.40	90 038.04	169 065.77	369 524.16	- 1 100.15	1 726 864.99	7 347 460.18	10 089 948.12
Commercial	1 945 992.32	- 1 204.98	793 605.98	755 181.13	1 239 865.76	- 975.54	3 496 635.43	10 306 654.42	18 535 754.52
Households	4 102 594.72	- 58 160.81	1 768 581.44	1 672 405.46	3 309 574.86	- 24 372.60	10 576 018.05	54 910 154.11	76 256 795.23
Other	156 450.84	- 5 025.04	235 937.60	88 390.44	194 764.30	- 1 000.00	578 765.75	2 345 235.33	3 121 644.02
Total By Customer Group	6 597 842.41	- 69 100.23	2 416 287.86	2 685 042.80	5 113 729.08	- 27 448.29	16 378 284.22	74 909 504.03	108 004 141.88

7.5 FINANCIAL MANAGEMENT

7.4.1. Supply Chain Management

The Supply Chain Management (SCM) Unit is in place to address delays of tender awards and execution thereof. A procurement plan with timeframes for the 2018/2019 financial year has been developed and the implemented in July 2018. The procurement plan is aligned with the Council approved Budget and Departmental Service Delivery Plans (SDBIPs) to ensure that projects are executed in accordance with the expectation created.

The SCM Unit is fully functional and the bid committees meet as per the procurement plan. The main challenge in the SCM unit its remains the shortage of staff which hinders even segregation of duties. The other challenge is an issue of office space in order to recruit sufficient staff within the unit.

However, corrective measures shall be effected through the recruitment of staff to ensure full functionality of the unit and stands to be addressed during the 2020/2021 financial year.

The Supply Chain Management is cohesive when assessing whether or not the primary objectives of service delivery are met. Management includes statements on the functionality of Bid Committees.

Table 60: Table Showing Current Members of the Bid Specification Committee

Table 60: Table Showing Current Members of the Bid Specification Committee

BID SPECIFICATION COMMITTEE	MEMBERS
1. Mr Mahlinza	Chairperson
2. Mrs T.K Majola	Member
3. Mr L. Mngadi	Member
4. Muzi Ndlovu	Member
5. Mr G.M Mkhwanazi	Member

Table 61: Table Showing Current Members of the Bid Evaluation Committee

BID EVALUATION COMMITTEE	MEMBERS
1. V.K Gumede	Chairperson
2. Miss L. Shangase	Member
3. Mrs S.R Mthethwa	Member
4. Mr M. Ntuli	Member
5. Miss P.Z Mkhwanazi	Member

Table 62: Table Showing Current Members of the Bid Adjudication Committee

BID ADJUDICATION COMMITTEE	MEMBERS
1. Mrs Q. Mntambo Chairperson	Chairperson
2. Mr T.V Mkhize	Member
3. M Buthelezi	Member
4. Ms .Z Thwala	Member
5. Mr J Mbatha	Member

The reviewed SCM Policy for 2019/20 has made a provision for the disabled to qualify for tenders. The Municipality applies strict supply chain management principles in advertising and awarding of tenders. There are strict controls in place that ensure that the Municipal Financial Management Act is adhered to and complied with so as to prevent or avert the potential of any fraudulent activities from occurring.

The Municipality will ensure that business will not be conducted with entities owned by people that are employed by the state, because doing the contrary is tantamount to contravening the provisions of the Municipal Financial Management Act. Furthermore, it is incumbent upon all staff members who work outside of the Finance Department to be constantly educated on the policy and procedures of the Municipal Financial Management Act and Supply Chain Management Policy to stay abreast with new changes and developments in this regard.

7.6 ASSETS AND INFRASTRUCTURE

The Municipality has developed a Comprehensive Infrastructure Plan (CIP) which was adopted by Council in June 2016 as well as an Asset Management Policy. Copies thereof are annexed to for ease of reference. The Municipality has an Asset Renewal Plan in place, which plan is supported by the operations and maintenance plan. The municipal asset register is maintained on a monthly basis to ensure that assets are properly recorded and maintained. Furthermore, the Municipality endeavours to adhere to municipal asset management policy in order to ensure the safe-guarding of assets.

7.5.1 Repairs and Maintenance

The Municipality has developed a Comprehensive Infrastructure Plan (CIP) which was adopted by Council in June 2016 as well as an Asset Management Policy. Copies thereof are annexed to for ease of reference. The Municipality has an Asset Renewal Plan in place, which plan is supported by the operations and maintenance plan. The municipal asset register is maintained on a monthly basis to ensure that assets are properly recorded and maintained. Furthermore, the Municipality endeavours to adhere to municipal asset management policy in order to ensure the safe-guarding of assets.

Description		2019/20 Medium Term Revenue & Expenditure Framework		
		Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	Full Year Forecast			
Other materials	R 5 610 000.00	R 10 405 400.00	R 10 235 500.00	R 10 948 183.00
Total Expenditure	R 215 237 060.00	R 250 736 194.00	R 270 153 126.00	R 287 821 252.00
Percentage %	3%	4%	4%	4%
Capital Budget	R 36 107 700.00	R 30 162 500.00	R 31 695 800.00	R 33 902 650.00

GENERAL MAINTENANCE OF FIXED ASSETS

Every Head of Department shall be directly responsible for ensuring that all assets are properly maintained in a manner which will ensure that such assets attain their useful operating lives.

MAINTENANCE PLANS

The Head of Department must establish a maintenance model and an accompanying maintenance plan for assets per the threshold below requiring maintenance and forward it to the Chief Financial Officer once approved by the Council it for cash flow management purposes.

Every Head of Department shall ensure that a maintenance plan in respect of every new infrastructure asset with a value of R100 000 (one hundred thousand rand) or more is promptly prepared and submitted to the Council of the Municipality for approval.

If so directed by the Municipal Manager, the maintenance plan shall be submitted to the Council prior to any approval being granted for the acquisition or construction of the infrastructure asset concerned.

The Head of Department controlling or using the infrastructure asset in question, shall annually report to the Council, not later than in July, of the extent to which the relevant maintenance plan has been complied with, and of the likely effect which any non-compliance may have on the useful operating life of the asset concerned.

The Head of Department controlling or using the infrastructure asset in question, shall annually report to the Council, not later than in July, of the extent to which the relevant maintenance plan has been complied with, and of the likely effect which any non-compliance may have on the useful operating life of the asset concerned.

7.5.2 Financial Viability/Sustainability & Financial Ratios

A three-year (historical) indication of key financial ratios (cost/current/acid/going concern and sustainability – reasons, including measures to improve) is attached as an Annexure.

Figure 140: Financial Performance Indicators

FINANCIAL PERFORMANCE INDICATORS	AUDITED AFS 2017/18	AUDITED AFS 2018/19
Cost Coverage	1.04 Months	0.92 Months
Current Ratio (Current Assets / Current Liabilities)	1.03%	0.99%
Capital Expenditure to Total Expenditure	18%	14%
Debt to Revenue	33%	37%
Collection Rate	86%	67%
Remuneration (Employee Related Cost and Councilors to Total Expenditure)	37%	40%

7.5.3 Loans/Borrowings and Grant Dependency

At this juncture Mtubatuba Municipality does not have any loans/borrowings whatsoever.

7.5.4 Auditor General's Opinion

During the 2018/19 financial year Mtubatuba Municipality received a qualified audit opinion. This was a regress from the unqualified Auditor General's opinion consistently in the last 5 years. An Audit Improvement Plan which is the AG Action Plan has been developed and it is being implemented and monitored by Council and Management on a quarterly basis. A copy thereof is annexed hereto for ease of reference.

7.7 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

STRENGTHS (Internal)	WEAKNESSES (Internal)
<p>Compliance with MFMA reporting deadlines Good financial management and reporting Positive cash flow</p> <p>Key financial related policies are in place</p>	<p>No conducive office space</p> <p>Instability in senior Management</p> <p>Inability to collect revenue due to poor service delivery</p> <p>Highly dependency on Grants</p>
OPPORTUNITIES (*External)	THREATS (External)
<p>Achievement of Clean audit if policies and procedures are adhered to</p> <p>Increase on revenue can be collected</p>	<p>Political and staff Interference</p> <p>Loss of revenue due to dissatisfaction of rate payers</p> <p>Unfavourable audit opinion due to non-compliance with relevant legislations</p> <p>Loss of Investors due to inability to fast track service delivery</p> <p>Incorrect financial information can be submitted to stakeholders due to vacant key positions</p> <p>Loss of trust from other stakeholders</p>

KPA-4: Municipal Financial Viability and Management	
CHALLENGES	INTERVENTIONS
Reliance on government grants	To ensure that the Municipality is financially viable by exploiting new sources of revenue and consolidating debt management processes
Lack of reliable revenue base	To manage municipal finances in an efficient and cost-effective manner to maximize value for all municipal resources. Data cleansing to ensure the accuracy of information To ensure accurate and reliable billing
Unqualified Audit Opinion	To strive for a Clean Audit Opinion

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

8. GOOD GOVERNANCE & PUBLIC PARTICIPATION

8.1 BATHO PELE POLICY AND PROCEDURE MANUAL, SERVICE DELIVERY CHARTER AND STANDARDS SERVICE DELIVERY IMPROVEMENT PLAN

The White Paper on Transforming Public Service Delivery (1997) sets out transformation priorities, amongst which Transforming Service Delivery is key. This White Paper is primarily about how public services are to be provided and specifically about improving efficiency and effectiveness of the way in which services are delivered.

Mtubatuba Municipality has successfully developed the *Batho Pele* Policy and Procedure Manual, Service Delivery Charter and Standards and Service Delivery Improvement Plan. The mentioned documents have been adopted by Council together with the IDP for 2020/21. The Manager Human Resources effective 1 July 2020 will be responsible for the efficient implementation of the Batho Pele. Copies thereof are annexed hereto for ease of reference.

8.1.1. Summary of Mtubatuba Municipality Batho Pele Principles

In carrying out their duties, public servants are guided by the following *Batho Pele* principles:

- 1) **Consultation:** All stakeholders should be consulted on the nature, quantity and quality of services to be provided in order to determine the needs and expectations of the end users.

Consultation according to the Municipal Systems Act of 2000:

- Preparation & implementation of the IDP
- The establishment, implementation and review of Performance Management Systems
- Preparation of the budget
- Municipal Systems Act
- Ward Committees
- Consult irrespective of political affiliations of communities

- 2) **Service Standards:** Citizens should be told what level and quality of public service they will receive so that they are aware of what to expect;

Municipal Finance Management Act (2003)

SDBIP which is a work plan for IDP implementation:

- Projections for each month in terms of revenue and expenditure
- Sets out delivery targets and performance indicators per quarter

- Be made public no more than 14 days after its approval

This then allows communities to:

- Assess the standard/quality of service they are receiving,
- Monitor the performance of their municipality with regards to service provision,
- Gauge the implementation of their municipality's IDP.

3) **Access:** All citizens have equal access to the services to which they are entitled;

Do we have sufficient technical engineering skills within municipalities – are we using MISA skills for our benefit (transfer of skills)?

What are municipal capabilities and quality urban planning and engineering?

- How many times have you seen municipal officials digging holes in community areas and then leaving them open for weeks and even more?
- Quality of structures built e.g. RDP houses
- Water leaks
- Potholes that open up immediately after a road construction
- What about inspection pre and post projects built by the municipalities?

4) **Courtesy:** Citizens should be treated with courtesy and consideration;

This goes beyond the normal “thank you, please and smile”

Inform citizens and patients of their rights to be treated with dignity and respect. How communities can contribute through complaints - encourage positive complaints.

5) **Information:** Citizens should be given full, accurate information about the public services to which they are entitled;

- Braille and functional sign language, help desks, brochures, posters, press
- Information to be available at service points, in various official languages.
- Newsletters from Communications
- Frontline staff training
- Induction training is made compulsory to all new employees
- The role of ward committees

6) **Openness and transparency:** Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge;

- Citizens should be told how departments are run, how much they cost and who is in charge
- Patients / Communities / Visitors should know who the Head of the Unit is

- Management must be transparent and open to all staff members, e.g. appointment circulars
 - Regular staff meetings with Management must be encouraged
 - Be abreast of new developments, new projects, upgrades and changes in services, encourage participation.
- 7) **Redress:** If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response;
 - 8) **Value for money:** Public services should be provided economically and efficiently in order to give citizens the best possible value for money;
 - 9) **Encouraging Innovation and Rewarding Excellence:** Rewarding the staff who go an extra mile to make things happen and encourage partnership to with different sectors to improve service delivery. Embrace new innovative ways of doing things.
 - 10) **Service Delivery Impact:** the Municipality shall measure and report regularly, using the sum total of all Batho Pele initiatives, the impact of the *Batho Pele* service delivery on the lives of the inhabitants of Mtubatuba Municipality.
 - 11) **Leadership and Strategic Direction:** It is envisaged that Municipal leaders shall create an atmosphere that conducive for creativity by staff within the Municipality.

8.1.2. Objectives of the Service Delivery Charter

There is a service delivery charter in place which seeks to:

- Facilitate a process to define service standards in various sectors;
- Strengthen processes and initiatives that prevent and combat corruption;
- Facilitate social dialogue among the partners;
- Improve service delivery programmes;
- Reinforce the partners' commitment to service delivery improvement for the benefit of all citizens;
- Clarify the rights and obligations of each of the parties;
- Acknowledge and reward excellent performance;
- Professionalise and encourage excellence in the public service;
- Enhance performance;
- Aid sector departments rise to the challenge of treating citizens with dignity and meeting expectations their demands equitably and fairly; and

- Ensure an effective, efficient and responsive public service.

8.1.3. Service Delivery Improvement Plan

Each Department within the Municipality has a Service Delivery Improvement Plan to cater for their respective customers and/or clientele base. Accordingly, their services that they offer to their respective clients/customers are different. The above notwithstanding, the Municipality has identified a maximum of 3 services that require improvement viz:

- Water and Sanitation;
- Housing; and
- Electricity.

Mtubatuba Municipality's Service Delivery Improvement Plan is in place and will be approved in line with the IDP.

Steps in selecting key services

- **Step 1:** Define the roles / functions of the municipality;
- **Step 2:** List services offered;
- **Step 3:** Check if services correspond with mandate;
- **Step 4:** Identify which services have the greatest impact (the most benefit to the largest number of people); and
- **Step 5:** Priorities services on a scale (1(least important) – 10 (most important)).

8.2 OPERATION SUKUMA SAKHE

Operation *Sukuma Sakhe* has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, therefore delivery of services is required through partnership with community, stakeholders and government.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 12 National Outcomes. It encourages social mobilization where communities have a role, as well as delivery of government services

in a more integrated way. Government has structured programs which need to get as deep as to the level of the people we are serving.

The Mtubatuba Sukuma Sakhe comprises of the following departments:

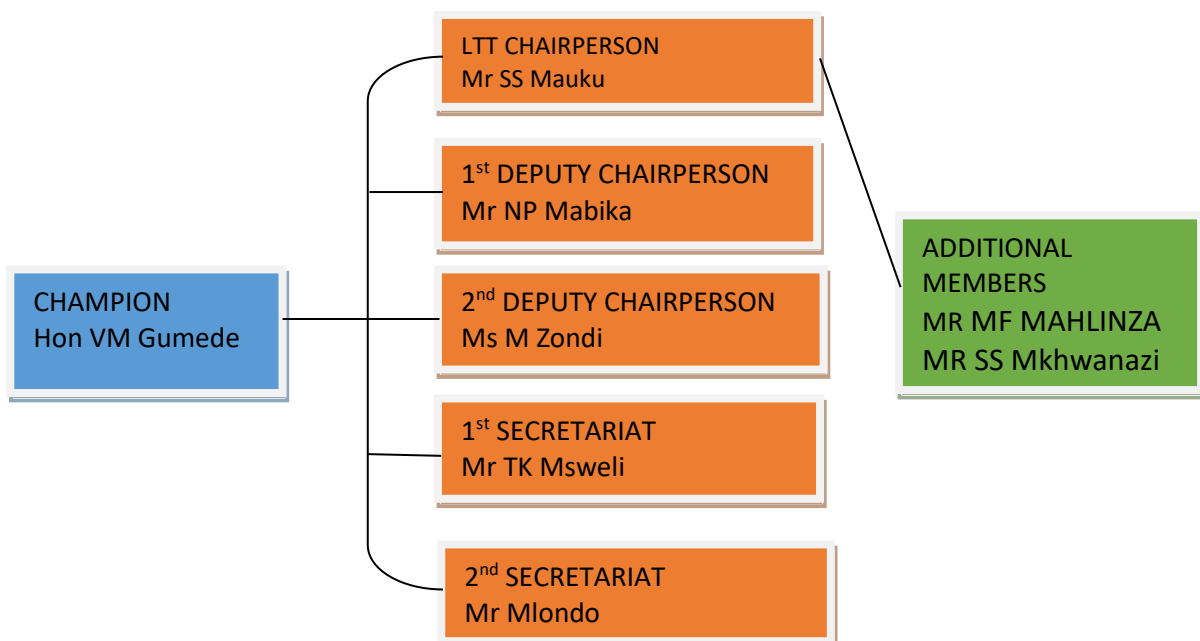
- Department of Sport and Recreation
- Department of Health
- Department of Education
- Department of Social Development
- Department of Transport
- Non-Profit Organizations
- S.A.P.S
- Mtubatuba Municipality

The Mtubatuba *Sukuma Sakhe* Programme was established in 2011. Monthly meetings are held in an endeavor to ensure the constant functionality of the programme and to address the challenges that are facing communities in each ward and devise multi-sectoral responses to assist members of the community. The programme assists in aligning government projects and efforts and in the reduction of wastage of resources.

Functionality of War-Rooms in Mtubatuba

Local Task Team Organogram

Graphic Showing Local Task Team Organogram



The progress reports in respect of the functionality of the war room in Mtubatuba are based on the 2019/20 Monthly Sessions. Based on the monthly meetings, the War Room Convenors and Partners held deliberations in respect of the following:

- SASSA Food Program;
- Household Profiling;
- Operation MBO (monthly planning);
- Mandela Day Activities; and
- LAC-LTT Reports (HIV & MDR hotspots).

War Room Functionality

Municipality	Functionality								
Mtubatuba: 20 Wards	Ward 1, 3, 5, 6, 7, 10, 11, 12, 18, 19, 20	00			00			Ward 2, 4, 8,9, 13, 14,15, 16, 17	
Fieldworker Distribution by Local Municipality									
Local Municipality	No. of Households per LM	No.of CYCW	CDWs	Integrated CCGs	Extension Officers	Sports Volunteers	Social Crime Prevention Volunteers	Total No.of FWs	
Mtubatuba	34905	46	09	167	11	10	39	283	
			CCGs	CDWs	Extension Officers	Sports Volunteers			
Local Municipality	Number of HH Per LM	Current Allocation	Deficit @ ratio of 1:60	Current Allocation	Deficit @ a ratio of 1:war d	Current allocation	Deficit @ a ratio of 1:	Current Allocation	Deficit @ Allocation a ratio of 1:
Mtuba	34905	167	414	09	11	18	13	10	

Social Development Programme

Early Childhood Development Massification		
Local Municipality	No. of ECD Funded Centres	No. of Children Benefitting
Mtubatuba	76	5657
Safe Parks		
Local Municipality		No of Safe Parks
Mtubatuba		02
Home and Community Based Care Services (HCBCs)		
Local Municipality		No. of Funded HCBCs
Mtubatuba		04

Beneficiaries of Mtubatuba OSS



Achievements

- Mtubatuba LTT meetings are held as per scheduled dates;
- The LTT is attended by All stakeholders within Mtubatuba including relevant Sector Departments; and
- There are model wards that have since already started benefitting from the service and they can attest for them.

OSS Challenges

The following challenges have been identified in respect of OSS:

- No dedicated budget allocation for OSS
- No OSS Co-ordinator
- It is not mandatory for OSS to be reported on to senior officials

Recommendations:

- To have sufficient funds allocated for co-ordination;
- The establishment of the OSS unit;
- OSS shall be attached to senior officials and Councillors and Municipalities in general by COGTA, be attached to COGTA, hence it shall invariably become everybody's business.

8.3 INTER-GOVERNMENTAL RELATIONS (IGR)

8.3.1. The Status and Functionality of Intergovernmental Relations Structures (IGR)

The KZN COGTA provided grant funding to support the uMkhanyakude family of municipalities in strengthening their IGR functions. Necessary forums required to facilitate IGR have been established and terms of reference to facilitate smooth operations for these forums have been developed. Dates of IGR meetings are incorporated in the District Events Calendar. Protocol Agreements were signed by all the Mayors and Municipal Managers in December 2013. Technical Forums and Sub Committees meet frequently. Local municipalities have appointed IGR Champions to strengthen communication.

Pronouncements from National & Provincial structures are discussed and progress monitored at the various IGR Structures. IGR Reports are not tabled at Council meetings however they form part of the agenda in the respective Portfolio committee meetings.

8.3.2. Participation in Provincial Forums (MUNIMEC and PCF)

Mtubatuba Municipality is a regular participant at all Provincial Forums.

8.3.3. IGR Dedicated Official

The Municipal Manager at Mtubatuba Municipality is the dedicated official for the IGR forum.

The HoD's and Line Managers are dedicated as per IGR Forum Sectors

8.4 THE STATUS OF THE FUNCTIONALITY OF WARD COMMITTEES

Mtubatuba Municipality has embraced and enrolled the government initiative of ward committees to ensure that service delivery is effective in all wards. The ward committees are established and functional as they hold meetings on monthly basis. There is an effective structure of the ward committee and its functions below:

8.4.1. Composition of Ward Committees

- A ward committee consists of the Councilor representing that a particular ward in the Council and who is also the chairperson of the ward committee;
- The number of ward committee members may not exceed eleven (11);
- In the process of election of a Ward Committee account is taken of the need for women to be equitably represented in the committee and for a diversity of interests in the ward to be represented;
- Gender equity was also pursued by ensuring that there is an even spread of men and women on a ward committee.

8.4.2. Functions of Ward Committee

Following are the Functions and powers of Mtubatuba Local Municipal Ward Committees through the municipal policy in line with the provisions of Section 59 of the Municipal Systems Act. Powers delegated in terms of the adopted policy are as follows:

- To serve as an official specialized participatory structure in the Municipality;
- To create formal unbiased communication channels as well as cooperative partnerships between the community and the council. This may be achieved as follows:
 - Advise and make recommendations to the ward councilor on matters and policy affecting the ward;
 - Assist the ward Councillor in identifying challenges and needs of residents;

- Disseminate information in the ward concerning municipal affairs such as the budget, integrated development planning, performance management system (PMS), service delivery options and municipal properties;
- Receive queries and complaints from residents concerning municipal service delivery, communicate it to council and provide feedback to the community on council's response; and
- Ensure constructive and harmonious interaction between the Municipality and community through the use and co-ordination of ward residents meetings and other community development forums; and Interact with other forums and organizations on matters affecting the ward.

To serve as a mobilizing agent for community action within the ward. This may be achieved as follows:

- Attending to all matters that affect and benefit the community;
- Acting in the best interest of the community;
- Ensure the active participation of the community in:
 - Service payment campaigns;
 - The integrated development planning process;
 - The Municipality's budgetary process;
 - Decisions about the provision of municipal services; and
 - Decisions about by-laws.
 - Decisions relating to implementation of Municipal Property Rates Act (MPRA)
 - Delimitate and chair zonal meetings.

8.5 PARTICIPATION OF AMAKHOSI IN COUNCIL MEETINGS

Section 81 of the Municipal Structures Act provides for aMakhosi's participation in Council Meetings. Accordingly, Mtubatuba Municipality adheres to the legislative directive as alluded to above. The Traditional Councils also work as a link between the community and Ward Councillors and matters of service delivery and needs of the people. Assist in providing information with regard to land rights and possible available areas for future development.

8.6 IDP STEERING COMMITTEE AND PARTICIPATION OF HODS

MANCO (HODs) and Extended MANCO members participate in the IDP Steering Committee meetings. These structures hold their meetings on a monthly basis with the IDP forming part of the agenda always to ensure both ownership of the IDP by Management and to ensure that implementation of resolutions is constantly monitored.

8.7 FUNCTIONALITY OF MANAGEMENT STRUCTURES

Mtubatuba Municipality's MANCO and Extended MANCO members form part of the IDP Steering Committee that meets on a monthly basis.

IDP/Budget Steering Committee

The IDP Steering Committee is assigned the following responsibilities:

- Ensuring that the gathering and collation of information is effective while the IDP implementation is proceeding;
- Support the IDP Manager in the management and co-ordination of the IDP;
- Discussion of input and information for the IDP review;
- Ensuring the monitoring and evaluation of the gathered information; and
- Attending to the MEC's comments.

8.8 COMMUNICATION PLAN/STRATEGY

- Newsletter – is used to communicate the projects, programmes and development.
- Local and National Newspaper - This medium is used to communicate various messages that concerns the Municipality especially service delivery.
- Local and National Radio
- Ward Community Meetings - This institution is used effectively to promote maximum community participation in municipal affairs.
- Public meetings (Izimbizo) - These meetings is staged to provide a platform for the Municipality to communicate the level of projects and programmes undertaken by council and further solicit input from communities and their (communities) buy-in thereof.

- Annual Report - The annual report is distributed to the stakeholders and community organizations that we have on our database and will be distributed to the community at large. This will also maximize the culture of community participation and access to information.
- Website - Through this tool various stakeholders such as business community, foreign investors, NGO's and community at large will have more access to information regarding the Municipality and its area.
- IDP Structures are also used for public participation and implementation of MLM Communication Plan. The IDP Structures meet as per the Council Approved IDP Process Plan Schedule.

8.9 INTERNAL AUDIT AND AUDIT COMMITTEE

8.9.1. Functionality of Internal Audit Unit

Section 165 of the Municipal Finance Management Act, 56 of 2003, stipulates that each municipality must have an internal audit unit. The internal audit unit must:

- (a) Prepare a risk-based audit plan and an internal audit program for each financial year;
- (b) Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:

- Internal audit
- Internal controls
- Accounting procedures and practices
- Risk and risk management
- Performance management and
- Loss control
- Compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation; and

- (c) Perform such other duties as may be assigned to it by the accounting officer.

The Municipality appointed Ernest and Young as Internal Auditors in March 2015 financial year and the next two years. Each financial year a risk based internal audit plan is prepared and approved by the Audit Committee.

The Internal Audit Unit reports to the Performance and Audit Committee on the implementation of the risk based internal audit plan and matters relating to, internal audit, internal controls, accounting procedures and practices, risk and risk management, performance management, loss control and compliance with the relevant legislations.

8.9.2. Audit Committee / Performance Audit Committee

Section 166 (1) of the Municipal Finance Management Act, 56 of 2003 requires each municipality and each entity to have an audit committee.

The Municipality considered appropriate in terms of the economy, efficiency and effectiveness to consolidate the functions of the aforementioned committees and establish a Performance and Audit Committee (PAC). The Mtubatuba Municipality's PAC consists of three independent members with appropriate experience in the field of Auditing, Local Government Finance, and Administration. Legal and Performance Management System. In terms of its approved Terms of Reference/Charter, the Performance and Audit Committee is required to meet at least four times a year.

The PAC is an independent advisory committee appointed by Council to create a channel of communication between Council, management and the auditors (both internal and external). It provides a forum for discussing accounting practices, business risk control issues and performance management. This Committee reports directly to Council. The primary objective of this committee is to advise the municipal Council, the political office bearers, the accounting officer and the management staff of the Municipality on matters relating to:

- Internal financial control;
- The Safeguarding of assets;
- The maintenance of an adequate control environment and systems of internal control;
- The successful implementation of the council's risk management Strategy and effective operation of risk management processes;
- The preparation of accurate financial reporting in compliance with all legal requirements and accounting policies and standards;
- Effective corporate governance;
- The effectiveness of the Municipality's performance management system in ensuring the achievements of objectives set as per the Municipality's IDP;
- Any other issues referred to it by the Municipality; and
- The detailed Internal Audit Chapter which clearly defined the roles and responsibilities, composition of the committee as well as meetings has been adopted.

NAME OF MEMBER	GENDER
Ms N Mchunu	Female (Chairperson)
Ms C Jugnarayan	Female (Committee Member)
Mr Gumbi	Male (Committee Member)

8.10 ENTERPRISE RISK MANAGEMENT

8.10.1. Enterprise Risk Management

The Municipality has established a Risk Management Committee whose functions are located under the Internal Audit Unit. The positions for Risk Management Unit are included in the organogram review and budgeted under the Internal Audit Unit.

8.10.2. Risk Register

The Municipality's Risk Register covers, amongst others, the fraud risk. The Municipal Management uses the fraud risk in order to understand the risks that exist and threaten the Municipality's well-being. It is important for the Municipality understand the fraud risk so as to enable it to develop the necessary means for to avoid or even minimise such risks by ensuring that arecontrols and procedures in place and assign dedicated individuals to monitor the plan.

Anti-Corruption Policy and Fraud Prevention Strategy

The Municipality has an Anti-Corruption Policy and Fraud Prevention Strategy already approved by Council a copy of which is hereto annexed for ease of reference. The Municipality's Anti-Corruption Policy and Fraud Prevention Strategy has been developed in accordance with the expressed commitment of Government to fight corruption. Accordingly, the risk register includes fraud risk. Fraud and corruption represent grave potential risks to the Mtubatuba Municipality's assets and reputation. The Municipality is committed to protecting its funds and other assets from the effects of fraud, corruption and any other irregularity. Mtubatuba Local Municipality (the Municipality) has adopted a zero-tolerance attitude with regard to fraud, corruption or any other irregularities, whether perpetrated by internal or external parties, and will vigorously pursue and prosecute any parties, which engage in such practices or attempt to do so, in accordance with applicable legislative provisions.

8.10.3. Establishment and Functionality of the Risk Management

Committee/Combined Committee

The Mtubatuba Municipality has established a Risk Management Committee/Combined Committee. The Committee is functional with the members of the Risk Management Committee.

8.11 A COMPREHENSIVE LIST OF COUNCIL ADOPTED MUNICIPAL POLICIES

The HR Policies list is attached together with recently approved HR Policies

NO	NAME OF POLICY	STATUS	DATE OF NEXT REVIEW
1	Car allowance Policy	Approved	2020/2021
2	Employment Equity Policy	Approved	2020/2021
3	Municipal Vehicle Usage Policy	Approved	2020/2021
4	Leave Policy	Approved	2020/2021
5	Overtime Policy	Approved	2020/2021
6	Records Management Policy	Approved	2020/2021
7	Recruitment and Section Policy	Approved	2020/2021
8	Subsistence and Travel Allowance Policy	Approved	2020/2021
9	Skills Development Policy	Approved	2020/2021
10	Employees Under the Influence of Intoxicating Substance Policy	Approved	2019/2020
11	Termination of Service Policy	Approved	2019/2020
12	Employee Wellness Policy	Approved	2019/2020
13	Whistle Blowing Policy	Approved	2019/2020
14	Work Attendance Policy	Approved	2019/2020
15	Attendance and Punctuality Policy	Approved	2019/2020
16	Employee Promotion Policy	Approved	2019/2020
17	HIV/AIDS in the workplace Policy	Approved	2019/2020
18	Social Responsibility Policy	Approved	2019/2020
19	Relocation Policy	Approved	2019/2020
20	Private Work and Declaration of	Approved	2019/2020

	Interest/s Policy		
21	Employment Practice Policy	Approved	2019/2020
22	Skills Retention Policy	Approved	2019/2020
23	Occupational Health & Safety Policy	Approved	2019/2020
24	Study Assistance Policy		

Council Approved Financial Management Policies

The purpose of financial policies is to provide a sound financial environment to manage the financial affairs of the Municipality. The following are the key budget related policies:-

Table 63: Table Showing Finance Policies at Mtubatuba Municipality

POLICIES	DATE OF ADOPTION
Asset Disposal Policy	31 March 2020
Asset Management Policy	
Banking Cash Management and Investment Policy	
Budget Policy	
Credit Control & Debt Collection Policy	
Indigent Policy	
Credit Impairment Policy	
Property Rates Policy	
SCM Policy	
Tarriff Policy	
Virement Policy	

Table 64: Table Council Adopted Sector Plans at Mtubatuba Municipality

8.12 COUNCIL ADOPTED AND PROMULGATED BYLAWS

Table 65: Table Showing Aadopted Municipal By-laws

Draft By laws	Status
Pounding Bylaw	Approved by Council they are on the gazetting stage
Keeping of animals by laws	Approved by Council they are on the gazetting stage
Cemetery and crematoria by laws	Approved by Council they are on the gazetting stage
Fire prevention by laws	Approved by Council they are on the gazetting stage
Parking by laws	Approved by Council they are on the gazetting stage
LED unit	Status
Business licensing by law	Approved by Council they are on the gazetting stage

8.13 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The MPAC is a committee of the municipal council, appointed in accordance with section 79 of the Structures Act. The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the Municipality. This also includes oversight over municipal entity. This committee is functional but still needs to improve on its functionality as its meetings do not sit as per approved municipal calendar.

The MPAC may engage directly with the public and consider public comments when received and will be entitled to request for documents or evidence from the Accounting Officer of a municipality or municipal entity.

The primary functions of the Municipal Public Accounts Committees are as follows:

- To consider and evaluate the content of the Annual Report and to make recommendations to Council when adopting an oversight report on the Annual Report;
- In order to assist with the conclusion of matters that may not be finalized, information relating to past recommendations made on the Annual Report, must also be reviewed. This relates to current in-year reports, including the quarterly, mid-year and Annual Reports;
- To examine the financial statements and audit reports of the Municipality and municipal entities, and in doing so, the committee must consider improvements from previous statements and reports and must evaluate the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented;
- To promote good governance, transparency and accountability on the use of municipal resources;
- To recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken by the Municipality or the Audit Committee; and

- To perform any other functions assigned to it through a resolution of Council within its area of responsibility.

The MPAC reports to Council, at least quarterly, on the activities of the Committee which includes a report detailing its activities of the preceding and current financial years, the number of meetings held, the membership of the committee and key resolutions taken in the annual report.

Table 69: Table Showing Members of the MPAC at Mtubatuba Municipality

MEMBERS OF THE MPAC	GENDER	AFFILIATION
Cllr R.B.B Mkhwanazi	Male (Chairperson)	D.A.
Cllr M.P Govendor	Male (Committee member)	IFP
Cllr M.Mthethwa	Male (Committee member)	IFP
Cllr Z.W. Mhlongo	Female (Committee member)	ANC
Cllr J.M Gumede	Male (Committee member)	ANC
Cllr N.E Zuma	Male (Committee member)	ANC
Cllr. K.N Mponshana	Female (Committee member)	EFF

8.14 PORTFOLIO COMMITTEES (REPRESENTATIVES AND FUNCTIONALITIES)

The Municipality has 4 Portfolio Committees that meet on a monthly basis and these are:

- Finance Committee,
- Corporate Services Portfolio Committee,
- Community Services Portfolio Committee,
- Technical and Infrastructure Services Portfolio Committee,
- Planning and Sustainable Development Portfolio Committee.

Table 70: Table Showing Finance Portfolio Committee

No.	Name	Designati	Political	Contact
1.	Cllr V.M.Gumede	Mayor/Chairperson	IFP	082 908 7261
2.	Cllr N.J.Mlambo	Deputy Mayor/ ExCo Member	IFP	076 664 2111
3.	Cllr M.Z. Shobede	(Committee Member)	IFP	081 849 3174
4.	Cllr M.Q. Mkhwanazi	(Committee Member)	IFP	082 906 3123
5.	Cllr M.A. Gina	(Committee Member)	ANC	079 733 5440
6.	Cllr V.T. Ncamphalala	(Committee Member)	ANC	072 865 7650
7.	Cllr P.S. Tembe	(Committee Member)	ANC	083 241 4584
8.	Cllr L.M. Mkhwanazi	(Committee Member)	AIC	072 170 7832

Table 71: Table Showing Community Services Portfolio Committee

No.	Name	Designation	Political Party	Contact Number
1.	Cllr M.Z. Shobede	Chairperson	IFP	081 849 3174
2.	Cllr A.V. Mabika	(Committee Member)	DA	076 444 7917
3.	Cllr P.K. Msweli	(Committee Member)	IFP	071 444 8660
4.	Cllr L.M. Mkhwanazi	(Committee Member)	AIC	072 170 7832
5.	Cllr K.N. Mpontshana	(Committee Member)	EFF	072 188 5254
6.	Cllr Z.W. Mhlongo	(Committee Member)	ANC	060 582 8895
7.	Cllr D.R. Ntuli	(Committee Member)	ANC	082 734 0523
8.	Cllr S.R. Khumalo	(Committee Member)	ANC	071 990 2506
9.	Cllr N.G. Gina	(Committee Member)	IFP	060 547 4697
10.	Cllr E. Ntuli	(Committee Member)	ANC	082 897 2012

Table 72: Table Showing Corporate Services Portfolio Committee

No.	Name	Designation	Political Party	Contact Number
1.	Cllr M.Q. Mkhwanazi	Chairperson	IFP	082 906 3123
2.	Cllr V.V.B. Madonsela	(Committee Member)	ANC	072 294 3849
3.	Cllr P.V. Ntshalintshali	(Committee Member)	IFP	082 9301 373
4.	Cllr S.J. Khoza	(Committee Member)	ANC	083 329 6688
5.	Cllr F.N. Mpanza	(Committee Member)	IFP	076 7944 454
6.	Cllr M.P. Govender	(Committee Member)	IFP	082 4322 541
7.	Cllr M.P. Ndlovu	(Committee Member)	IFP	079 0983 042
8.	Cllr. G.B.M. Msane	(Committee Member)	ANC	082 394 7718
9.	Cllr J.M. Gumede	(Committee Member)	ANC	072 938 0058

Table 73: Table Showing Technical Services Portfolio Committee

No.	Name	Designation	Political Party	Contact Number
1.	Cllr N.J. Mlambo	Chairperson	IFP	076 664 2111
2.	Cllr S.J. Shezi	(Committee Member)	IFP	072 849 6949
3.	Cllr S.N. Vilana	(Committee Member)	IFP	078 888 2668
4.	Cllr S.M. Gumede	(Committee Member)	ANC	060 789 3159
5.	Cllr J.B. Lembede	(Committee Member)	ANC	072 515 4636
6.	Cllr S.M. Khumalo	(Committee Member)	IFP	072 850 7046
7.	Cllr M. Mthethwa	(Committee Member)	IFP	072 605 1395
8.	Cllr B.M. Zulu	(Committee Member)	IFP	072 809 9187

Table 74: Table Showing Planning & Sustainable Development Portfolio Committee

No.	Name	Designation	Political Party	Contact
1.	Cllr N.J. Mlambo	Chairperson	IFP	076 664 2111
2.	Cllr K.N. Mpontshana	(Committee Member)	EFF	072 188 5254
3	Cllr N.G. Gina	(Committee Member)	IFP	060 547 4697
4	Cllr Z.N. Mthethwa	(Committee Member)	IFP	076 575 5803
5.	Cllr T.P. Zikhali	(Committee Member)	ANC	076 844 8580
6.	Cllr P.M. Mkhwanazi	(Committee Member)	ANC	072 712 6098
7.	Cllr S.N. S'biya	(Committee Member)	ANC	072 311 6862
8.	Cllr P.S. Tembe	(Committee Member)	ANC	083 241 4584
9.	Cllr A.V. Mabika	(Committee Member)	DA	076 444 7917

Table 74: Table Showing Good Governance and Public Participation SWOT Analysis

STRENGTHS	WEAKNESSES
<p>Adopted and Council Approved IDP OPMS Framework and IPMS Policy</p> <p>Batho Pele Policy, Procedure Manual and SDIPs</p> <p>Establishment and functionality of Audit Performance Committee by council</p>	<p>Non-implementation of, Batho Pele Policy, Procedure Manual and Departmental SDIPs</p>
OPPORTUNITIES	THREATS
<p>Co-operative and willing/collaborative political and administrative leadership</p> <p>Council approved Audit Performance Committee Charter</p> <p>Council approved Internal Audit Charter and Audit Coverage Plan</p>	<p>Failure to approve charters by Council</p> <p>No Internal Audit in place</p>

KPA-5: Good Governance and Public Participation	
CHALLENGES	INTERVENTIONS
Poor functioning of IGR structures	<p>To strengthen good relations with the District Municipality, Provincial and National Departments, service providers and strategic partnerships</p> <p>To streamline decision making processes and implementation</p> <p>To facilitate community development and involvement in all aspects of local governance.</p> <p>To ensure higher levels of community participation and understanding of powers and functions as well as constraints and opportunities</p>
Gaps within the municipalities' communication strategy.	To develop an effective internal and external communication strategy
Draft <i>Batho Pele</i> Policy Framework and Service Delivery Improvement Plan.	Adhere to the <i>Batho Pele</i> Policy Framework and Service Delivery Improvement Plan

CROSS CUTTING INTERVENTIONS

9. CROSS CUTTING INTERVENTIONS

9.1 WARD BASED PLANNING

- Mtubatuba has undertaken training for Cllrs and Ward Committees on Ward based plans for 2019/20 FY
- Ward based plans have been developed for each Ward
- All prioritized projects are as per the Ward based plans. There is alignment in /Ward based plans and IDP all projects and situational analyses are from Ward based plans
- Please see annexure I (WBP).

9.2 LAND USE MANAGEMENT

9.2.1 Municipal Planning Tribunal

The municipalities in the district resolved to have a District Joint MPT, the Joint MPT was established and it is now functional with the relevant JMPT agreements by local municipalities (LMs) with the District Municipality having been duly signed.

The functionality of the JMPT meetings has commenced in earnest. Accordingly, Mtubatuba Municipality complies with Regulation 14 of SPLUMA (2013) in terms of processing the development applications. The SPLUMA By-laws were gazetted and adopted in 2017. Training for Councillors and officials on SPLUMA was conducted by the Municipality in May 2018. The Municipality resolved to use the District EXCO as an appeal authority

KPA 6: CROSS CUTTING INTERVENTIONS			
GOAL	STRATEGIC OBJECTIVES	STRATEGIES/PROJECTS	RESPONSIBILITY
<p>Adapt and respond to climate change</p> <p>Ensure integrated land use management use across Mtubatuba, ensuring equitable access to goods and services attracting social and financial management.</p> <p>To promote integrated and sustainable environment</p>	<p>To ensure integrity and quality of physical environment underpinned by a coherent spatial development pattern</p>	<p>Maintain and improve the environmental integrity of the Municipality and its resources</p> <p>Implement a functionally structured spatial development pattern guided by identified nodes and corridors through an effective land use management system</p> <p>Facilitate fully coordinated planning and development activities of the Municipality</p> <p>Conduct an assessment on effectiveness of prevention,</p>	<p>Planning & Economic Development Department</p>

Table 75: Table Showing SWOT Analysis

STRENGTHS (Internal)	WEAKNESSES (Internal)
Ward based plan in place	Implementation of the new template for the ward based plans
OPPORTUNITIES (*External)	THREATS (External)
Establishment of the JMPT and agreement thereof	Non functionality of the JMPT

9.3 CROSS CUTTING INTERVENTIONS CHALLENGES

KPA-6: CROSS CUTTING INTERVENTIONS	
CHALLENGES	INTERVENTIONS
Lack of Integrated Spatial Plans	Review SDF and address the MEC-IDP Comments 2019/2020
JMPT has been established	The establishment of a District Joint MPT by LMs and the District Municipality and signed agreement.

9.4 2018/19 ANNUAL PERFORMANCE REPORT

Mtubatuba Municipality is currently reviewing its IDP for 2020/21 and considered the previous financial year's performance information (2018/2019). The IDP has provided Annual Performance Report- 2018/19: Chapter 3 of the Annual Report contains a service delivery performance report indicating targets achieved, targets not met and measures to improve performance. A copy of the Annual Report indicating service delivery performance as well as the corrective measures to address target that were not met.

The Organisational Scorecard approach reflects the 6 national KPA's and local priorities and enables a wider assessment of how the municipality is performing. The performance report is based on measures included within the Organisational Scorecard.

SECTION D: VISION, GOALS, OBJECTIVES AND STRATEGIES

10. MUNICIPAL VISION, GOALS AND OBJECTIVES

Strategic Planning Session

Strategic planning is an inclusive process of making informed decisions setting future direction about how to optimally attain established priorities, within allocated resources and time and be able to monitor results overtime to move the organisation from the present to desired future'. As such planning is not an end to itself, but a process that culminates into a written plan. This plan provides a map and framework to guide the municipality to achieve specific set of objectives and towards positive and progressive outcomes.

In the main, the ultimate goal of strategic planning is to increase municipality's ability to serve and achieve its vision and mission.

On the 18 March 2020, Management had a Strategic workshop, In the main, the purpose of the session was to set a strategic framework that should guide planning, programme, project implementation, monitoring and evaluation of municipal developmental objectives within the municipality, and also to serve as a framework for the review of the 4th generation IDP of 2020/21. The other aim of the Strategic Planning Session is also to inform the municipal structure (organogram) which will be required to provide support in terms of human capacity for the implementation of the strategy; and also to ensure that the structure is strictly in line to the municipal powers and functions, in order to enhance service delivery

Council and management resolved not to change the current Vision, Mission, Motto and key Developmental Priorities for implementation during the 2019/20 and 2020/21FY.

The vision, mission, core values and developmental priorities for the municipality is as follows:

10.1 MTUBATUBA MUNICIPALITY IDP VISION

“To be A dynamic municipality, delivering quality services and responding to community challenges by 2035”.

Mission Statement

In order to achieve the above vision, Mtubatuba Municipality is committed to working with it's communities and stakeholders at large:

- Delivering basic services in a sustainable manner
- Investing in new infrastructure
- Creating conducive environment for economic growth & development
- Encourage active citizenry and public participation
- Maintaining the globally renowned heritage site and tourist destination through environmental management

Core Values

The *Batho-Pele* Principles are central to the operations of the Mtubatuba Municipality, therefore informs the relations and interaction between Mtubatuba and it customers, community and other stakeholders. The following are the values upon which the Municipality operates:

- Professionalism;
- Transparency;
- Innovation;
- Excellence;
- Integrity

10.2 THE MUNICIPAL STRATEGIC PROGRAMME ALIGNED TO THE 5 KPA'S AND 6TH WITH KZN-KPA

Table 77: Table Showing Mtubatuba Municipality's Goals Aligned to KZN KPAs

KEY PERFORMANCE AREAS	ISSUES TO BE ADDRESSED (GOALS)
Municipality Transformation & Institutional Development	Human Resource Development and ensure compliant HR System
Basic Service Delivery and Infrastructure Development	Provide access to comprehensive basic services and infrastructure
Social and Economic Development	Promote inclusive economic growth, development and Support
Good Governance and Public Participation	Promote good governance and policy compliance
Municipal Financial Viability and Management	Achieve financial sustainability and viability
Cross-Cutting Interventions	Promote environmental sustainability and spatial equity

10.3 DEFINING A GOAL, OBJECTIVE AND STRATEGIES

For all intents and purposes, it is important to the Municipality to clearly articulate the distinctions between a Goal, Objectives and Strategies. The following is how the Municipality has defined the three concepts:

Definition of Goal

➤ **GOAL:** A goal can be defined as an observable and measurable end result or outcome which one may set and endeavor to achieve in terms of a fixed time-frame. In the context of IDP Strategic Planning for Mtubatuba Municipality goals should refer to specific targets which serve as major steps to achieve the vision of the Municipality, in other words the desired destination where the Municipality desires to arrive at. In achieving a goal/s it is imperative that the Municipality take the necessary *objective* step and apply a particular *strategy*.

Definition of Objective

➤ **OBJECTIVE:** An objective plays the role of being the defined as a step that one must take in order to achieve not only the goal, but the strategy which is necessary to achieve the set goal. An objective is therefore the desired step that is taken or applied in order to achieve the strategy, taking into account all related aspects that are intertwined with the end result. They are tools that underline all planning and strategic activities. It is therefore imperative to note that one may use a number of objectives in order to arrive at the destination. Goals and objectives are often confused as meaning one and the same thing, but they are very distinct.

Definition of Strategy

➤ A **STRATEGY** can be defined as a method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem. Alternatively, it can be defined as the art and science of planning and realized resources for their most efficient and effective use.

10.4 DEVELOPMENT STRATEGIES

MTUBATUBA LOCAL MUNICIPALITY

2020/2021 FINANCIAL YEAR

Draft 2020/2021 Development Strategies

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVE	STRATEGIES	NO	KEY PERFORMANCE INDICATOR	DEFINITION	ANNUAL TARGET	RESPONSIBLE DEPARTMENT	Portfolio of Evidence
KPA1 : MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT										
MT001	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	To ensure effective and efficient administrative services	Conduct an assessment on provision of administrative support	1	Date OPMS/IPMS Framework and PMS Policy reviewed and adopted by Council	Adopting a PMS Framework as part of and aligned to the IDP processes	30-Jun-21	Executive Department	Council Resolution
MT002					2	Date Final Annual Report Submitted to council for adoption	Adopting Annual Report for the year under review in accordance with section 121 of the MFMA read with Section 46 MSA.	31-Mar-21	Executive Department / Finance Department	Annual Report Council Resolution

MT003			To provide effective and efficient human resource Management	Implementation of the Human Resource (HR) Development Strategy	3	Date organizational structure reviewed and adopted by Council	To annually review the municipal organogram in line with the IDP and Budget as required by the provisions of the MSA	30-Jun-21	Corporate Services	Council Resolution
MT004			aimed at achieving a skilled workforce that is responsive to service delivery and change	Council adoption of employment equity Plan	4	No. of people from employment equity target groups employed in the three highest levels of management (S56&S54, Deputy Director's & Line Managers) in compliance with approved equity plan by 30 June 2021	Reporting on the Municipal's compliance with the Employment Equity Act on Section 54, 56 & line Managers	02 Employed	Corporate Services	Appointment letters
MT005				Adoption of Workplace Skills Plan (WSP)	5	Date Skills development Plan adopted by Council	Adopting a Skills Development Plan, to detail the municipality's training plan as part of and aligned to the IDP processes	30-Jun-21	Corporate Services	Council Resolution
MT006				Implementation of	6	Date HR Strategy	Develop a Human	30-Jun-21	Corporate	Council

				the Human Resource (HR) Development Strategy		reviewed & adopted by Council	Resource strategy for the Municipality. To identify current and future training needs development		Services	Resolution
MT007			To report & monitor Service Delivery	Ensure IT Compliance	7	Date Municipal IT Governance Framework adopted by Council	Adopting a IT Governance Framework for municipal ICT related issues	30-Jun-21	Council Resolution	Quartely Reports
MT008			To ensure effective and efficient administrative services	Conduct an assessment on provision of administrative support	8	Adoption date of the communication framework/strategy by Council	Council to adopt Communication Strategy which is a document that creates a pathway to communicate with the community or internal & external stakeholder	30-Jun-21	Executive Department	Council resolution

KPA2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										
BS001	IMPROVED ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	Improve Access to Basic Services	Implementation of Capital projects	1	% of MIG Expenditure by 30 June 2021	Monitor expenditure on MIG funded programmes & projects	100%	Technical Services	Monthly Report
BS002				Ensuring consumers have access to Electricity	2	% INEP Expenditure by 30 June 2021	Monitor expenditure on INEP funded programmes & projects	100%	Technical Services	Quarterly Report
BS003				Ensuring access to refuse Removal in all housing units	3	Number of existing consumer units with access to refuse removal at least once per week by 30 June 2021	Provision of refuse removal to households within the Mtubatuba municipal area at least once a week as part of the core function of the Municipality	14190	Community Services	Collection Register
BS004				Provision of Free Basic Electricity, and refuse removal	4	Date of approval of Indigent Register by Council	Adopting indigent policy that consist of beneficiaries that are below the poeverty line	30-Jun-21	Finance Department	Council Resolution

							as defined in the approved Municipal indigent policy			
KPA3: LOCAL ECONOMIC DEVELOPMENT										
LED001	COMMUNITY WORK PROGRAMME IMPLEMENTED AND COOPERATIVES SUPPORTED	LOCAL ECONOMIC DEVELOPMENT	Enhancement Mtubatuba Local Economic Development	LED policy reviewed and Creation of job opportunities	1	Date LED strategy, reviewed and adopted by Council	Adopting strategic planning document to guide and promote Local Economic development within the Mtubatuba.	30-Jun-21	Planning Department	Council Resolution
LED002					2	Date Municipal Informal Economy Development Plan adopted by Council	Adopting a Informal Economy Development Plan as part of and aligned to the IDP processes	30-Jun-21	Planning Department	Council Resolution
LED003					3	Number of Quarterly report on LED initiatives for jobs creation submitted to Portfolio Committee by 30 June 2021	Measure the number of jobs created through EPWP and other job creation initiatives.	4 Reports	Planning Department	Quarterly Reports

LED004					4	Number of SMME's capacitated by 30 June 2021	This indicator is concerned with the facilitation of business support programs e.g. (loan finance, skills development, capacity building, mentorship, market exposure etc.) to existing SMMEs	20 SMME'S	Planning Department	Reports; Agenda's
KPA4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
GG001	DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To ensure Excellence in Governance and Leadership Improve of Law enforcement	Regular Public participation in Municipal Businesses	1	Number of monthly ward committee meetings held per ward by 30 June 2021	To report on ward committee meetings as prescribed in chapter 4 of the MSA and as per regulations. Each ward must have a monthly ward committee meeting	12 per ward	Executive Department	Attendance Registers
GG002				Implementation of risk management programmes	2	Number of Risk Management documents reviewed (Risk Policy; Risk strategy; Risk plan & Risk Register)	Ensure compliance of the Municipality in terms of risk and continuous monitoring	4 Risk Documents	Executive Department	Council Resolution

						submitted to Council by 30 June 2021				
GG003				Coordinate Council committees and Structures	3	Number of quarterly MPAC meetings held by 30 June 2021	Provide MPAC with secretariat support. To Convene quarterly meetings as required by Municipal Finance Management Act.	4 Meetings	Corporate Services	Attendance Register / Minutes
GG004					4	Number of quarterly reports submitted for the progress made with the reporting process interms of the MSCOA to Finance Portfolio Committee by 30 June 2021	Preparation and submission of quarterly reports on financial affairs of the municipality that are MSCOA compliant	4 Reports	Finance Department	Finance Portfolio Committee minutes
GG005			To ensure Excellence in Governance and Leadership	Regular Public participation in Municipal Businesses	5	Number of Batho Pele documents reviewed (Batho Pele Policy & procedure manual; Service Charter; Service Charter;	Adopting Batho Pele documents (Batho Pele Policy & procedure manual; Service Charter; Service implementation	3 Batho Pele Documents	Executive Department	Draft BPP;SC;S DIP / Council Resolution

						Service implementation plan) submitted to Council by 30 June 2021	plan for public servants to strive for excellence in service delivery and to commit to continuous service delivery improvement.			
KPA5: MUNICIPAL FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT										
FV001	IMPROVED MUNICIPAL AND FINANCIAL ADMINISTRATIVE CAPABILITY	MUNICIPAL FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Improved budget implementation in the municipality	Optimize the expenditure of capital budget	1	Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100) by 30 June 2021	To ensure 100% expenditure of the capital budget by honouring payments interms of the MFMA	100%	Finance Department	Monthly Report
FV002				Optimize revenue of operational budget	2	Percentage operating revenue budget implementation (actual operating revenue/budget operating revenue x	To ensure maximum collection of debts to enhance revenue	100%	Finance Department	Monthly Report

						100)				
FV003				Optimize actual service charges and property rates revenue	3	Percentage service charges and property rates revenue budget implementation (actual service charges and property rates revenue/budget service charges and property rates revenue x 100) by 30 June 2021	To ensure maximum collection on service charges to enhance revenue	100%	Finance Department	Monthly Report
FV004			Improved Asset Management	Optimize expenditure of asset and risk Management	4	Asset register updated on a Quarterly basis and report submitted to the MM by 30 June 2021	The assest register must be regulary updated. To ensure credible asset register and assets due for disposal	4 Reports	Finance Department	Monthly Report

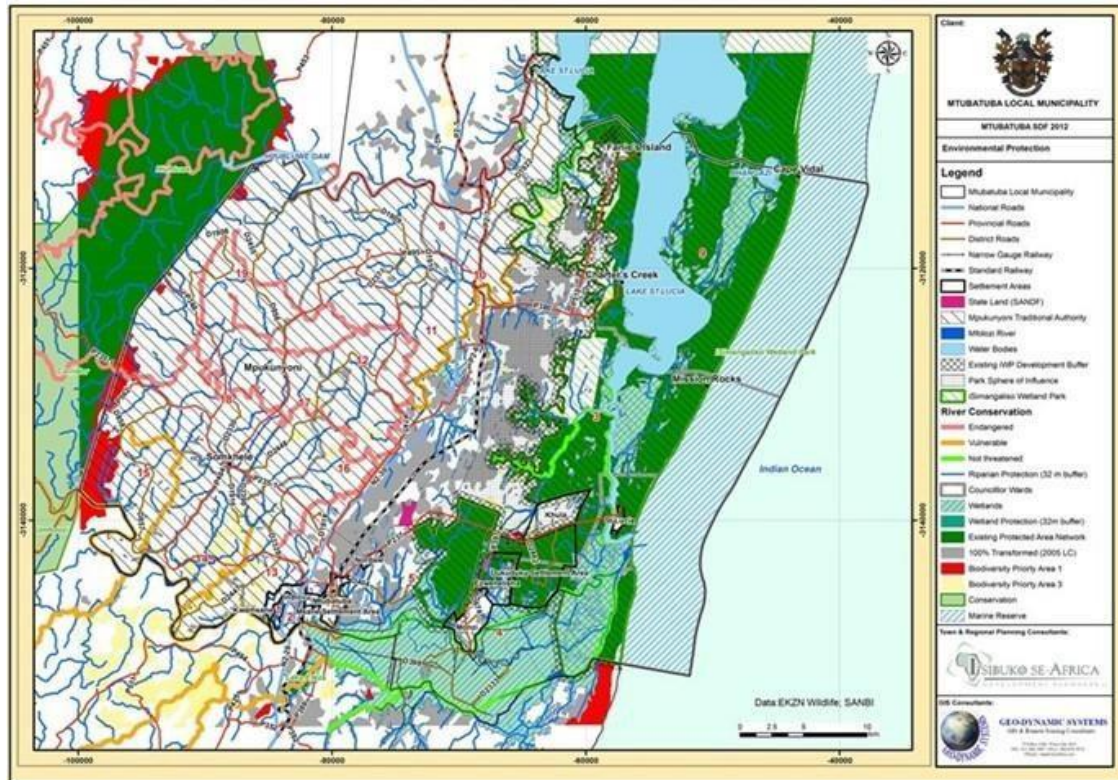
FV005			Improved implementation of policies and by-laws	Compliance with the MFMA	5	Date of Review and implementation of debt collection policies, systems and by-laws submitted to ExCo	Policies that govern the extent to which the municipality's cash flow is available to cover the current debt obligations	31-Mar-21	Finance Department	Exco Resolution
KPA6: CROSS CUTTING INTERVENTIONS										
CC001			To ensure integrity and quality of physical environment underpinned by a coherent spatial development pattern	Facilitate fully coordinated planning & development activities of the municipality	1	Date Integrated Development Plan reviewed & adopted by Council	Ensure that the (five year plan) Integrated Development Plan is developed, adopted by Council and submitted to all relevant authorities in line with the provisions of the MSA	30-Jun-21	Executive Department	Council Resolution
CC002				Improved Spatial Development Framework	2	Date Spatial Development framework Reviewed and submitted to Council for adoption	Adopting an SDF compliant with the SPLUMA provisions and aligned to the IDP processes	30-Jun-21	Planning Department	Council resolution

CC003			To ensure sustainable protection and development of the environment	Establishment of Disaster Management Structures & Systems	3	Date Disaster Management Plan Reviewed and adopted by Council	Adopting a Disaster Management Plan and aligned to the IDP processes	30-Jun-21	Community Services	Council Resolution
CC004				Facilitate fully coordinated planning and development activities of the Municipality	4	Date Human Settlement Sector Plan reviewed and Adopted by Council	Prepare and endorse a strategic planning document to guide and promote Human settlements within the Mtubatuba municipal area	30-Jun-21	Technical Services	Council resolution

SECTION E - 1: STRATEGIC MAPPING AND IMPLEMENTATION PLAN

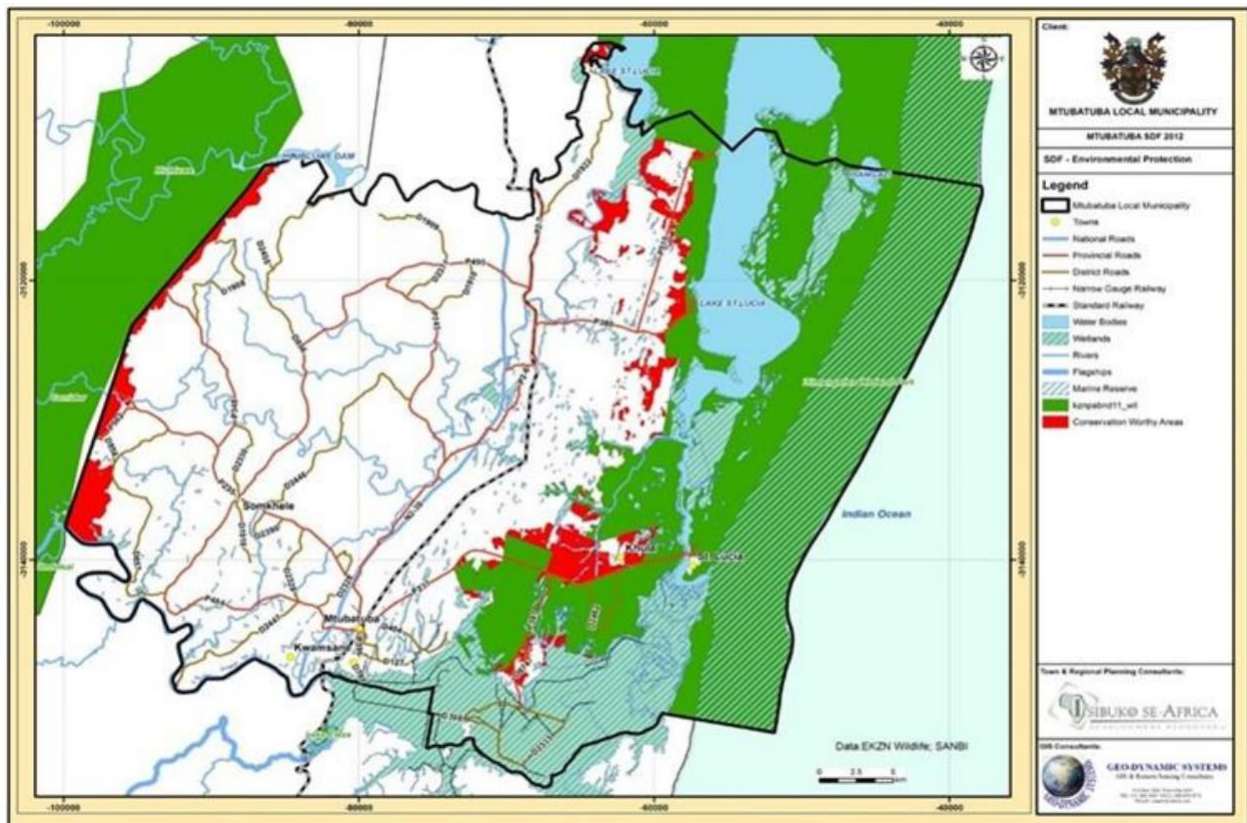
11. STRATEGIC MAPPING

11.1 MAP SHOWING ENVIRONMENTAL PROTECTION -1



Map 29: Environmental Protection -1

Map 30: Map Showing Environmental Protection -2



Biodiversity and Protected

Areas

- Conservation worthy areas characterise the most dominant land features within the Mtubatuba Municipality. Most of the biodiversity resources of the area are incorporated into the well-established protected areas under the management of the Ezemvelo KZN Wildlife. This ensures that the biodiversity resources pitched at the provincial level but found within the Mtubatuba Municipality enjoy appropriate conservation and protection. Mtubatuba Municipality is located within a region which is well recognized for its contribution to the conservation of biodiversity through the establishment of protected area systems. ISimangaliso World Heritage Site is one of the two (2) internationally recognised protected areas in KwaZulu-Natal. It biodiversity functions.
- in terms of promoting different and unique ecosystems which support various forms from microorganism to elephants is well recorded. The protected area systems

within the region also include an equally recognised centre of protecting the provinces biological resources – Rhinos, etc in the form of Hluhluwe-Mfolozi. Both of these protected areas are discussed in length in this document.

Agricultural Potential

Land capability of the Mtubatuba Municipality is theoretically significantly high. Only an estimated

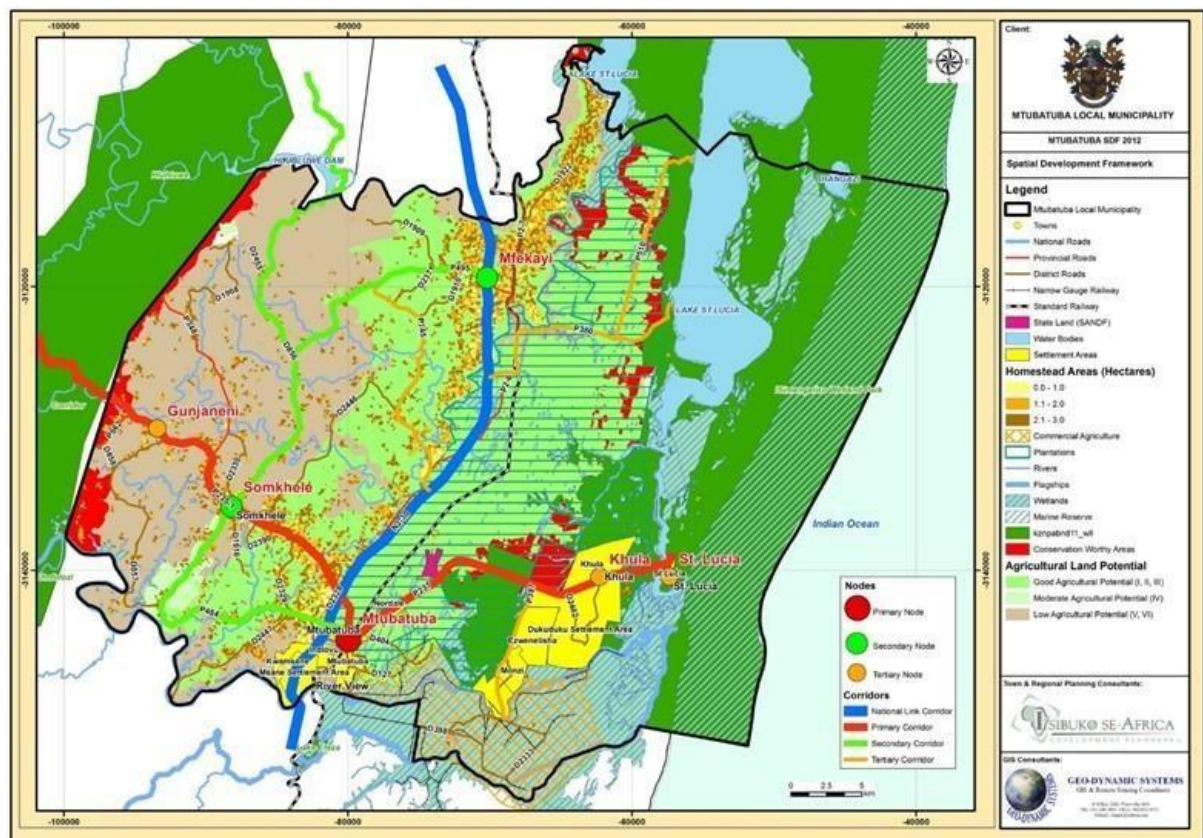
20% of the total land area of the municipality has land with minor limitations to agricultural production. The remaining 80% is either not arable or has severe limitations to agriculture. Unfortunately, the limited land for agriculture is decimated by extensive settlement and other land uses. Currently, it appears that commercial agriculture is not a viable land use option for a development programme can be targeted.

Map 31: Agricultural Potential MapTable 79: Table Showing Distribution of Agricultural Land in the Municipality

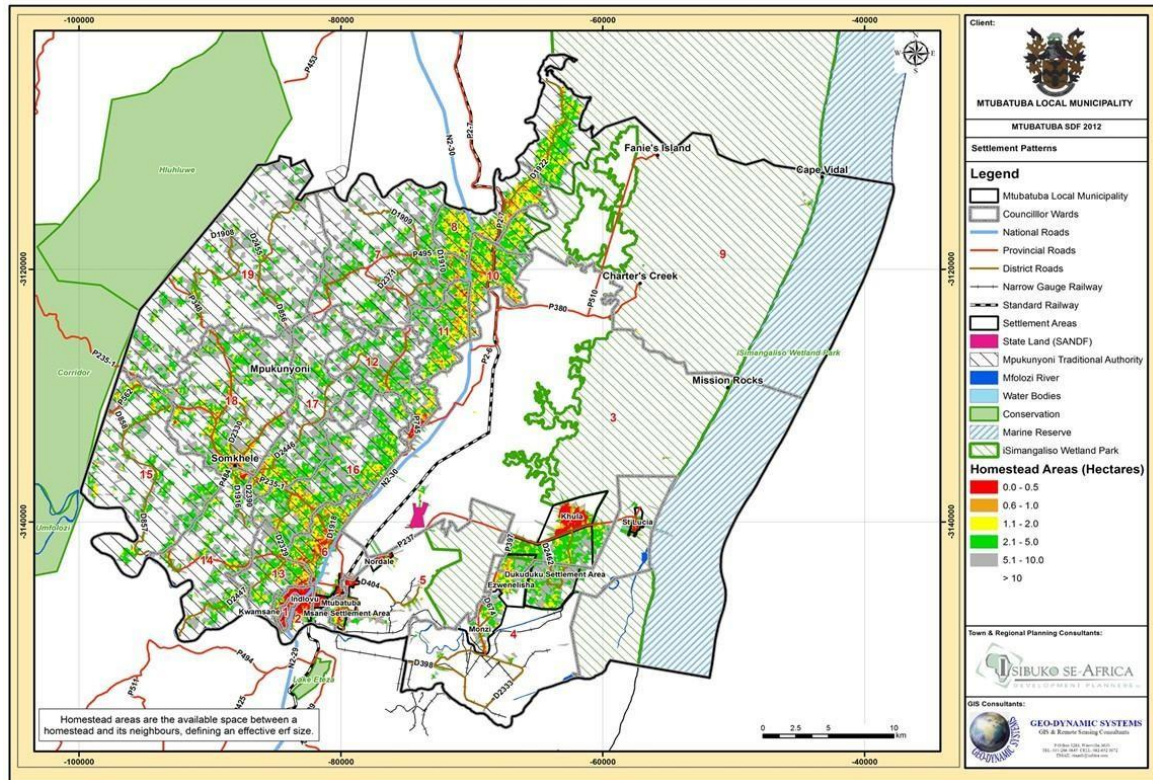
LAND POTENTIAL	UNTRANSFORMED LAND (HA)	TRANSFORMED LAND
Good Land Potential	9867.35	21898.57
High Land Potential	11486.51	4535.30
Low Land Potential	163.69	38.22
Moderately Good Land Potential	24064.19	20640.74
Relatively Good Land Potential	3279.32	3057.83
Very High Land Potential	22410.63	44357.49
TOTAL	71271.69	94528.15

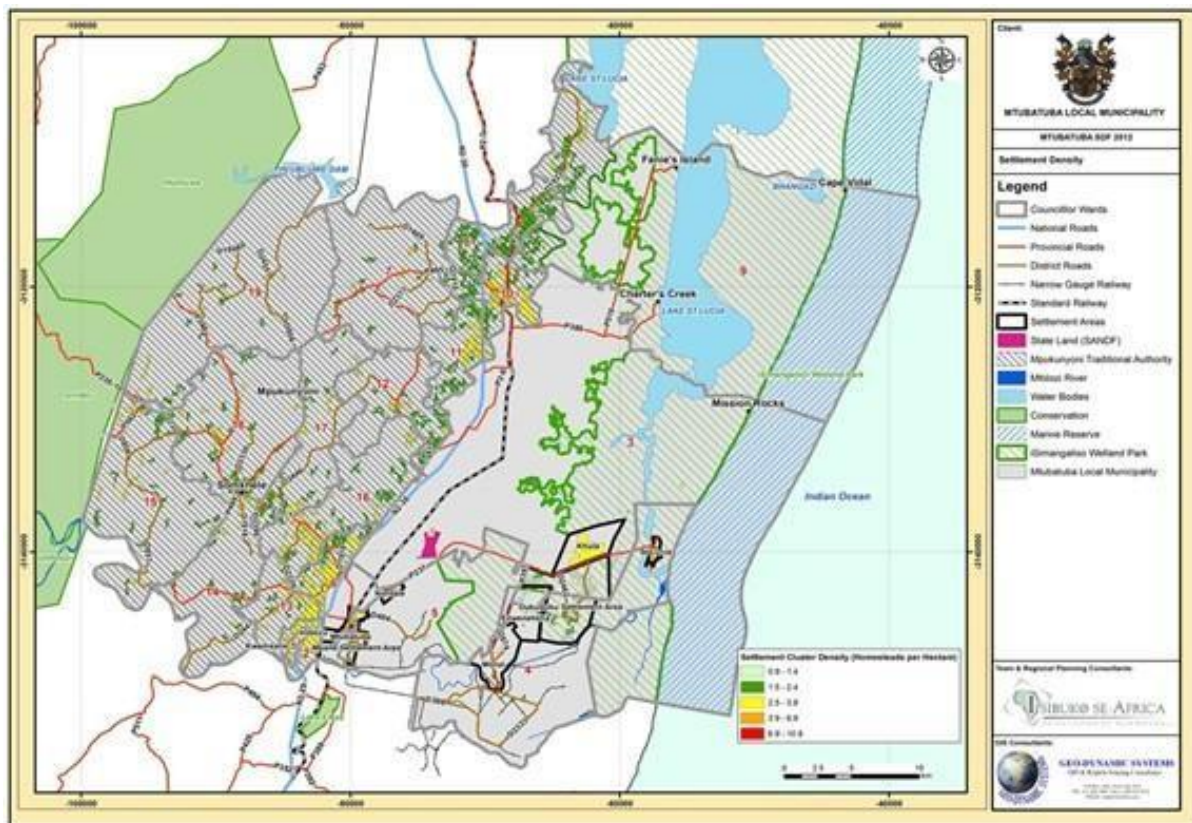
11.2 DESIRED SPATIAL OUTCOMES

Map 33: Desired Spatial Outcome

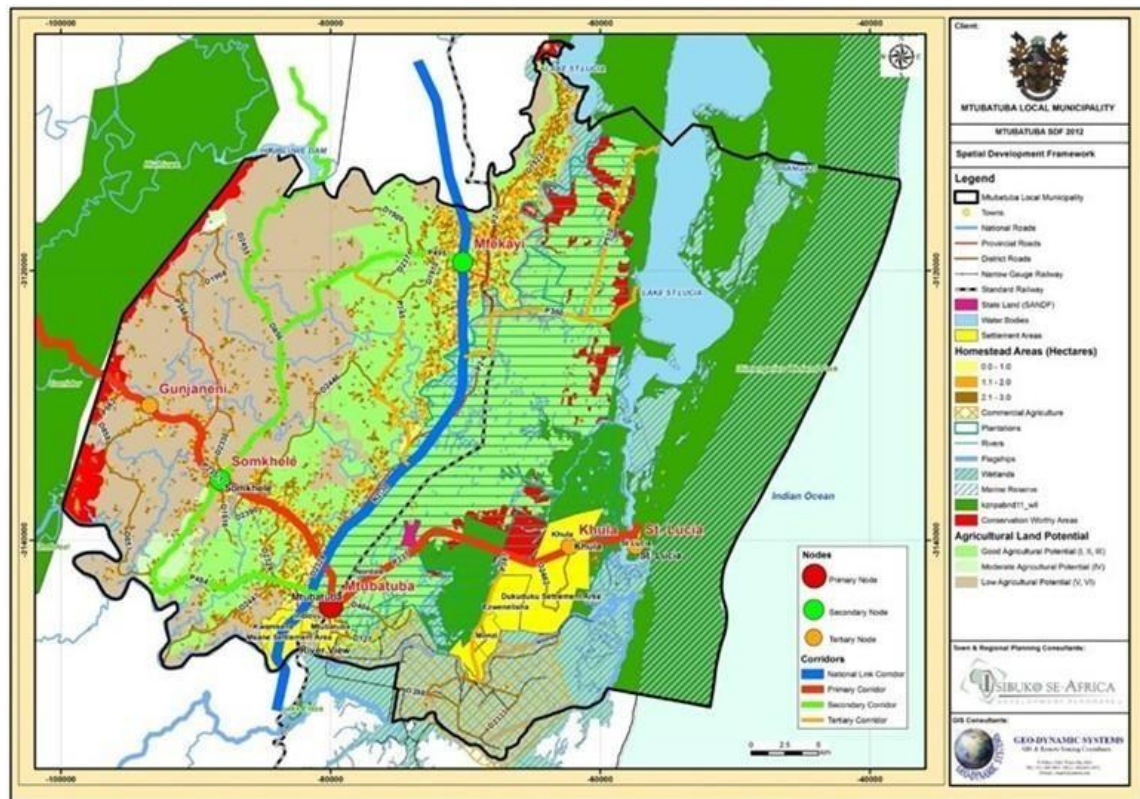


11.3 MAPS SHOWING THE DESIRED SPATIAL FORM AND LAND USE

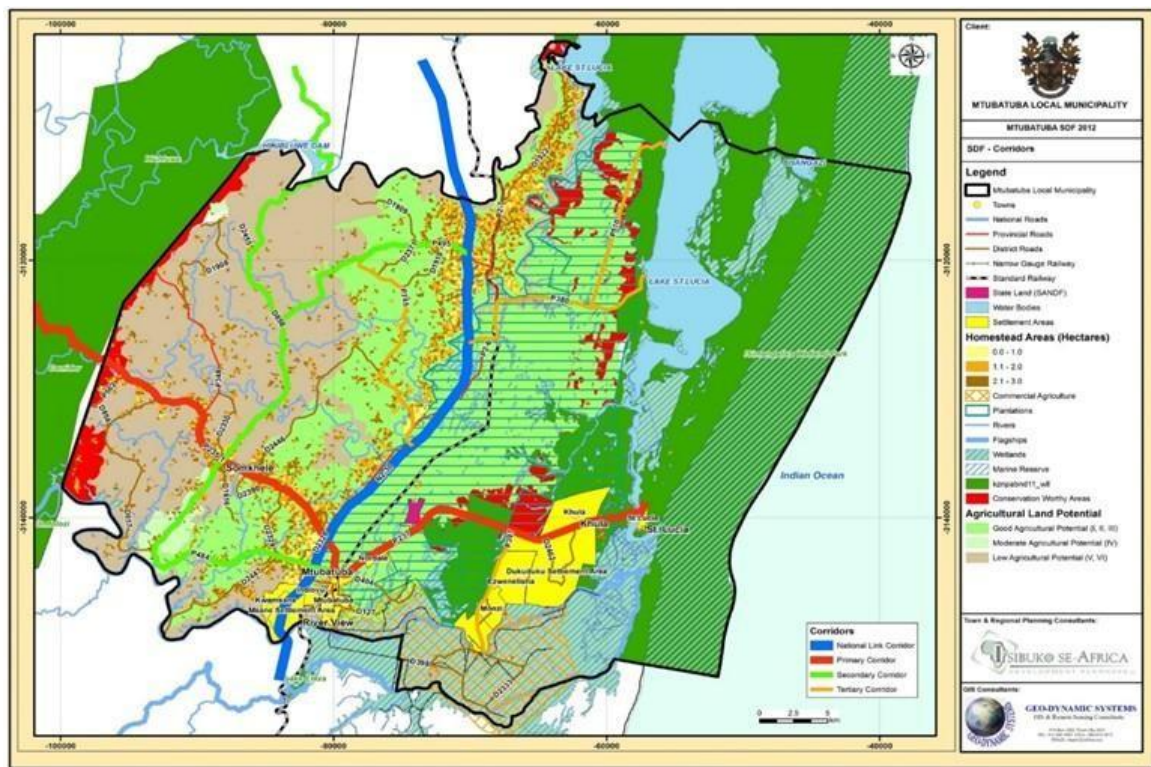




11.4 MAP REFLECTING THE SPATIAL RECONSTRUCTION OF MTUBATUBA MUNICIPALITY



Maps Providing Strategic Guidance in Respect of the Location, Nature of Both Public and Private Development



11.5 DEVELOPMENT CORRIDORS

The N2 is the Primary transportation route that traverses the municipality in an east/west direction. The corridor is however, largely a movement corridor between the dominant urban cores and has brought limited development prospects into the municipal area. Due to the limited access nature of this road, opportunity points exist at key intersections and off-ramps along its length. Off-ramps into Mtubatuba town and Mfekayi offer considerable development opportunities. As such, both these off-ramps are identified in this SDF as development nodes and are prioritised for spatial planning and strategic initiatives. Development along the N2 Development Corridor should follow the following guidelines:

- The N2 is national limited access and high speed public transport routes; as such direct access onto these roads is subject to the national road transport regulations.
- Higher order land uses should be accommodated in the nodes, but lower order land uses could develop in a linear fashion subject to alternative access opportunities; and
- A 15m buffer should be observed from the boundary of the road reserve. This has implications for settlements that have encroached onto the buffer areas.

Primary Development Corridor P235 Corridor is one of the new provincial northern east-west linkages connecting the iSimangaliso Wetland Park with the Zulu-heritage areas of Nongoma and Ulundi through Hluhluwe-Mfolozi Game Park. At a regional scale, it links a number of nodes from St Lucia through Mtubatuba to Hlabisa and Nongoma. At a local level, it connects development nodes such as St Lucia, Mtubatuba and Somkhele. It is also the main access route to Hluhluwe-Mfolozi Game Park from the east and serves as the main access route to areas such as Somkhele and Hlabisa Development nodes, and settlements such as Mpukunyoni to the west and Dukuduku Resettlement area to the east.

- This corridor occurs mainly along provincial arterial routes and any development occurring along the corridor should observe the rules and regulations of the provincial department of transport. This corridor is divided into three segments taking into account the character, nature and extent of development along its length.
- The part between Mtubatuba and St Lucia runs through highly environmentally sensitive areas with a significant portion falling within the iSimangaliso World Heritage Site and its buffer zone. Development initiatives

➤ that seek to enhance quality of the environment and the associated tourism economy will be promoted in this area, particularly in the tertiary node at the entrance to Khula Village. The resettlement programme is supported as it embraces the notion of sustainable development and seeks to balance the livelihood needs of the local communities and that of conservation. The area towards Mtubatuba is dominated by forestry plantations. The long-term impact of these plantations on the natural environment should be investigated.

➤ The second portion runs from Mtubatuba Town to the new N2 interchange (Nkodibe).

Although this area is currently used for agricultural purposes including forestry, it has potential to develop into a mixed use activity corridor linking the town with the N2 national corridor. It runs through the CBD extension precinct. This road should be upgraded as part of the development of the area between the N2 and the town so that it is able to carry increased volumes of traffic. It has potential to serve as a limited access activity spine (mixed land use corridor).

➤ The third component runs through various parts of Mpukunyoni from the N2 interchange (Nkodibe) to Hluhluwe-Mfolozi Game Park. Somkhele secondary node is the major node along this part of the corridor with an incipient node at Nkodibe. Settlements located along this corridor will be prioritised for the development of sustainable human settlements given the increasing densities and demand for land in this area.

➤ Secondary Development Corridors

Secondary development corridors are the major link roads connecting major parts of the municipality. They have been identified based on the character of the area, intensity of use and number of households/settlements that derives access from each of these connector/distributor roads. A large number of secondary corridors occurs along both provincial and district routes:

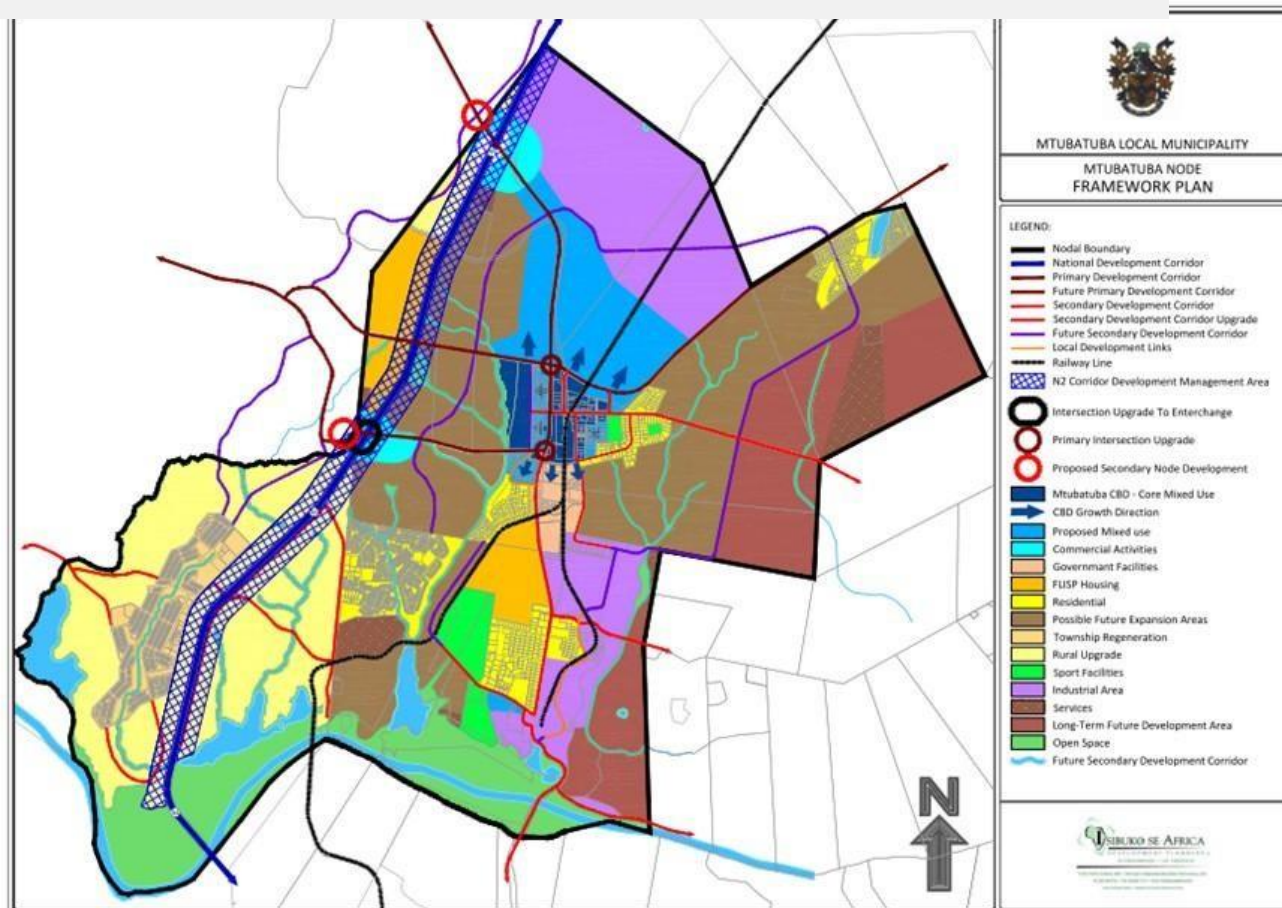
- P484 runs from Mtubatuba Town through Bhoboza via Isinamuva to Somkhele node. This corridor runs through dense to sparsely populated settlements connecting them together to form a rural spatial system. The intention is to focus and cluster development at strategic intersections in a manner that will improve access to public facilities and services, while also generating local economies. However, sections of this corridor, particularly the area where the proposed Isinamuva Cultural village will be located, Mfolozi River and the P495 development corridor is a continuation of P484 corridor. It runs from Somkhele Node in a north-south direction to Mfekayi Secondary Node. It also connects a number of rural settlements together and provides opportunities for the development of mixed land nodes at key road intersection. These opportunities should be optimised and used for the location of facilities that serve a cluster of settlements.
- P397 which branches off P237 primary development corridor linking areas such as Monzi and Zwenelisha back onto the primary corridor. Monzi is a predominantly agricultural settlement while Ezwenelisha forms part of the Dukuduku Resettlement Programme.
- P2-7 runs almost parallel to the N2 and the railway line in a north-south direction. It serves the main access route to KwaMsane and connects this township to the surrounding areas such as Ndlovu Village.

Tertiary Development Corridors

Tertiary corridors links service satellites in the sub-district and provides access to public and commercial facilities at a community level. A number of these are distributed throughout the municipal area and serve to knit together villages at a local level. The majority of these roads are also in a bad condition and requires urgent attention. The key tertiary secondary corridors include the following:

- D1922 which runs from Mfekayi Node to the Lake and Camp Site. The road runs through one of the dense rural settlements within Mtubatuba and serves as the only area where the Mpukunyoni community has direct access onto the lake.
- D856 which is the main link between Mpukunyoni and Mdletshe Traditional Council Areas.
- D1913 which links P495 and the N2. This road runs through dense settlements located along the N2.
- D857 which links P483 and P235. This road runs almost parallel to Mfolozi River thus creating opportunities for the tourism development in the area.

Map 34: Map Showing Mtubatuba Development Framework Nodes



11.6 DEVELOPMENT NODES

An activity node is a place of high accessibility onto which both public and private investments tend to concentrate. An activity node offers the opportunity to locate a range of activities, from small to large enterprises, often associated with mixed-use development. They are generally located along or at the cross-section of development corridors. Activity nodes have the potential to be an important sub-regional structuring device. They serve as points in the spatial structure where potentially access to a range of opportunities is greatest, where networks of association create diversity and where people are able to satisfy the broadest range of their day to day needs. Being points of maximum economic, social and infrastructure investment, as well as representing established patterns of settlement and accessibility, these nodes must be regarded as primary devices on which to anchor the structure of the sub-regional spatial system.

Economic Hub: Mtubatuba Town Mtubatuba town is the commercial, industrial and service hub within the Mtubatuba Municipality. It is situated adjacent to the N2 and astride the main railway line and station. As the main trading centre, Mtubatuba is developed with a range of commercial and social facilities which accounts for its role and attest for its potential to develop into a major economic hub and service centre in the northern part of KwaZulu-Natal. It is strategically located in relation to the N2 national/provincial corridor, iSimangaliso World Heritage Site and Hluhluwe-Mfolozi Game Park which are both prime tourist destinations of international significance. However, despite the historical role of the town, it has not realised its potential due to the lack of forward planning and investment in critical infrastructure. The Mtubatuba Municipality has identified and prioritised the following spatial planning directives critical interventions for Mtubatuba to realise its potential:

- CBD regeneration initiative focussing mainly on the formulation of a strategic framework and development programme to upgrade infrastructure, extend infrastructure to economic opportunity areas and promote private sector investment in town. This may include identification and development of catalytic public sector projects.

- Spatial restructuring focusing mainly on the integration of disparate components of the town which, to a large extent, still reflects the remnants of the apartheid past. This includes transformation of areas such as KwaMsane into an economically generative and sustainable human settlement, as well as facilitating infill development in the open areas that separates different parts of the town.
 - Future growth of the town should be directed mainly towards the N2 as a means to unlock the opportunities this corridor presents to the area.
 - Mixed use development should be promoted in the precinct between Mtubatuba Town and KwaMsane as a means to facilitate spatial integration between the two areas.
 - The Mtubatuba Town Planning Scheme-in-course-of-preparation (Mtubatuba Scheme) should be reviewed and updated in line with the Planning and Development Act.
 - Development of infrastructure that would enable the town to play its role as the regional hub and service centre. This includes promoting projects that are intended to provide service to the municipal area as a whole and beyond.
 - Introduction of urban growth management systems and procedures such as urban edge, service delivery line, densification, etc as a means to curb urban sprawl and outwards expansion as evident in KwaMsane.
 - Establishing working relationship with Mpukunyoni Traditional Council focusing mainly on the management of settlements and allocation of land for different land uses just outside the urban edge.
 - Initiating programmes to improve the aesthetic character of the town. This may include landscaping, development of landmarks and urban design features.
 - ST. Lucia Node Tourism Node
- St Lucia is effectively an eco-tourism node given its location within iSimangaliso Wetlands Park and dominance of tourism related activities. These include tourist accommodation, activities and products with the surrounding natural environment being one of the key attractions. The town is in fact, located within a protected nature conservation area. While this accounts for a thriving tourism industry in the area, it also limits further expansion of the town. Any outward or even upwards expansion in St Lucia is likely to have serious impact on the natural environment and may even undermine conservation efforts and the associated tourism economy. Future development within this node should substantially follow the following guidelines/directives:

- Initiatives that support nature conservation and the associated eco-tourism should be promoted and supported. This will enhance the role of St Lucia as an eco-tourism town.
- Redevelopment on the existing development footprint which may involve putting down some existing structures and replacing them with new econ-friendly ones.
- The existing town planning scheme should be reviewed to provide for the changing role of the town. St Lucia is no longer a small isolated fishing town, but one of the major nodes within a tourist destination of international significance.
- Urban design features should be introduced along the main road that runs through the town with a major focus being paid to the balancing of pedestrian and vehicular traffic, and improving the aesthetic character of the town.
 - The surrounding natural environment serves as an urban edge and should be observed as such.
 - Any outwards expansion should not be promoted. This includes areas across the river.
- The town is one of the nodes within iSimangaliso Wetlands Park. As such, initiatives that reinforce functional and spatial integration with the other nodes should be promoted.
- Intensity of development within the town should be kept at low to medium density through the introduction of height and density controls. Buildings with more than three storeys in height should be avoided as a means to curb visual impact.
- Well designed and appropriately located facilities for informal trading (arts, craft, fruits and vegetables) should be developed as a means to manage and integrate informal trading into the mainstream economy.
 - Secondary Node: KwaMsane Town Centre

KwaMsane Town Centre is located within KwaMsane Township west of Mtubatuba Town. Access to the town centre is achieved through the main road linking KwaMsane Township and Mtubatuba town. It was developed as the main commercial and service centre for the former R293 Township. KwaMsane Town Centre is currently developed with basic commercial facilities and has not benefitted from strategic planning. The town centre is well positioned to be developed with a range of public facilities, commercial and light/service industrial uses and any other activities that support sustainable urban development. Future initiatives to facilitate redevelopment of this node should focus on the following:

- Provision of bulk infrastructure particularly electricity, roads and sewerage.
- Preparation of an urban design framework for the future development of the node.
The area is poorly developed and lacks character.
- Improving the aesthetic character of the area through projects designed to create an attractive business environment general outlook of the area
- Land use planning including a clear identification of land for the development of different uses including commercial, light/service industry, public facilities, etc.
- Functional integration of the town centre into the surrounding environment through public open spaces, pedestrian walkways, etc.
- Improving access to the town centre and linkages with the surrounding areas including the rural settlements.
- Improve open space system through the creation of environmental management corridors and development of functional public open spaces.

The town centre also provides opportunities for the development of new residential products including social housing and community residential units (CRUs).

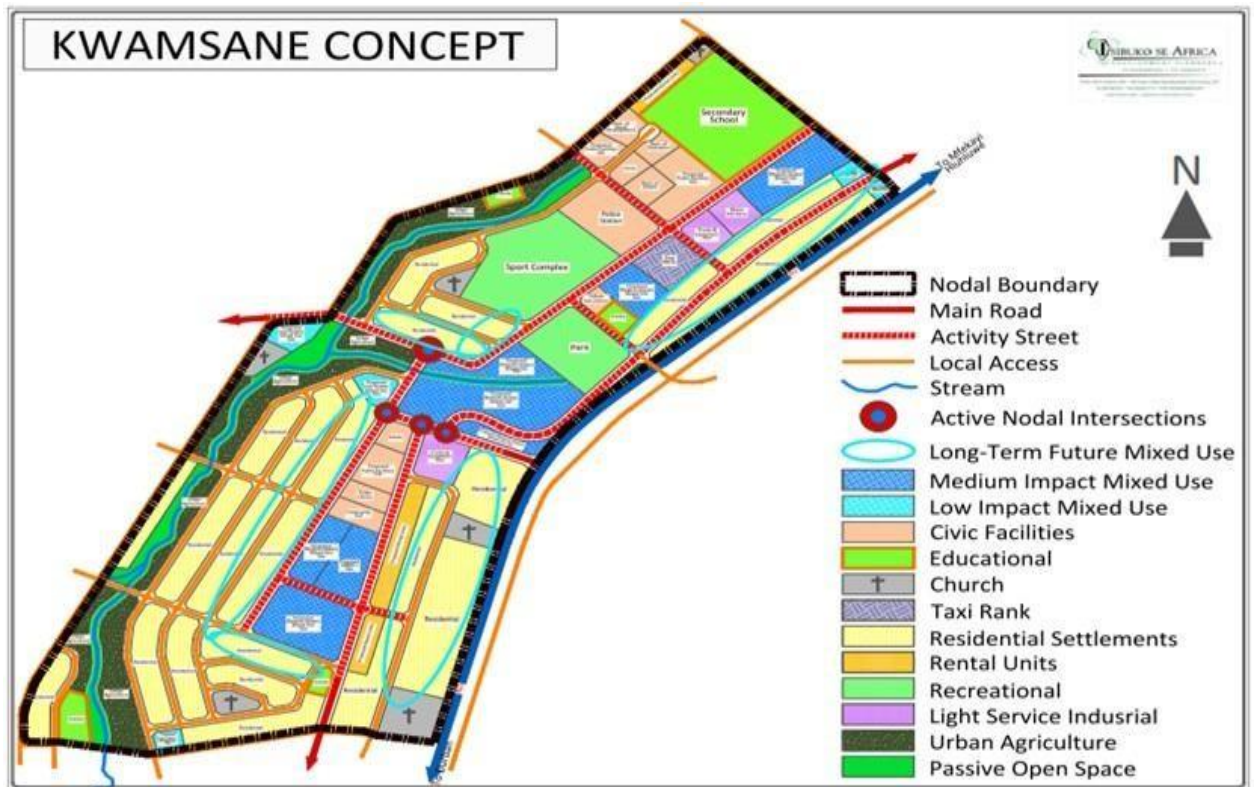
Secondary Node: Mfekaye Service

Centre

Mfekaye Node is strategically located along the N2 national corridor. It lacks formal planning, and is poorly developed with the necessary infrastructure. It occurs in the form of a strip of development stretching for about 600m along the N2 with two incipient nodes occurring at each end. Zamimpilo accounts for the northern part of the node while some local convenient shopping and public facilities are located at the other end.

Mfekaye has potential to develop into a functional mixed land use node serving both the local community and the tourism industry. As such, initiatives that seeks to strengthen either of these roles will be supported in this node. These may include the following:

- Linking Mfekayi and Zamimpilo through roads that runs parallel to the N2.
- Consolidation of Zamimpilo as a tourism development node. This may involve the upgrading of the Arts and Craft Centre, development of an art gallery, market and d limited commercial facilities such as restaurants or coffee shop.
- Upgrading of the off-ramp (main access to Mfekayi) to comply with the SANRAL requirements.
- Improving access roads to the node, particularly its linkages with Fanie's Island and iSimangaliso Wetlands Park



11.7 ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

The Mtubatuba Municipality forms part of a larger system of local governance and regional economy in the form of Umkhanyakude District, and shares borders with Mfolozi Municipality which fall under Uthungulu District. It is influenced and also influences development in the neighbouring areas. Therefore, it is critically important to maintain alignment with spatial planning for the neighbouring municipalities in a manner that facilitates cross-boundary planning and development. Cross-border planning issues have become more prevalent and significant. The main focus is on strategic or shared development issues that would benefit from a joint approach and engaging with the relevant neighbouring authorities to explore mutually beneficial opportunities.

Mfolozi Municipality

- Mfolozi Municipality is located to the south of Mtubatuba Municipality across the Mfolozi River. The latter establishes common interests, but also serves not only as a boundary but also a natural barrier limiting the level of interaction between the two areas. Cross-boundary planning issues between the two municipalities include the following:
- Mfolozi River catchment which is critically important for the ISimangaliso Wetlands Park.

Substantial parts of both municipalities fall within this catchment and impacts on its quality.

- The N2 national and provincial corridor with both Mtubatuba and Mbonambi being small rural nodes located along the corridor. Both towns have suggested substantial urban development in each of these towns as a means to exploit the opportunities associated with the of the N2
- Both areas are located along the coastline and are subject to national coastal management programmes. This includes areas that fall under the management of Ezemvelo KZN Wildlife and a critically important for bio-diversity.
- Both municipalities fall within the greater Empangeni-Richards Bay economic functional region.

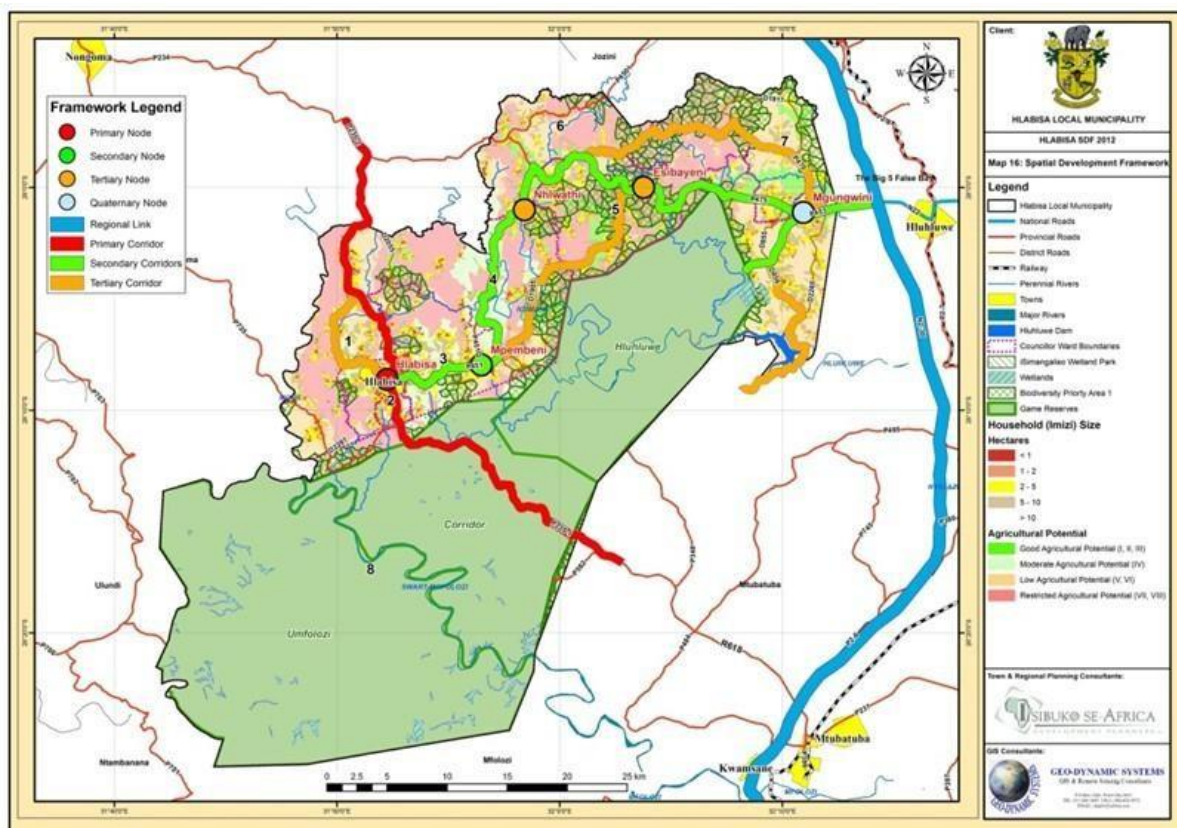


Hlabisa Municipality

Hlabisa Municipality is located to the west of Mtubatuba and is one of the 5 local municipalities within Umkhanyakude District. Cross-boundary spatial planning issues between the two municipalities include the following:

- Mfolozi-Hluhluwe Game Park forms the boundary between the two municipalities although it is located in its entirety within Hlabisa Municipality. Land use activities along the boundary may impact on the quality of the park as a conservation node and a prime tourist destination. The park presents opportunities for tourism development in Mpukunyoni.
- P235 Development Corridor runs through both municipalities linking ISimangaliso Wetland Park along the coast with the Zulu-Heritage areas of Nongoma and Ulundi. This road is also identified as a provincial corridor with both conservation and tourism development potential.
- Tourism development with both areas being developed with a range of tourism products and activities and forming part of the Elephant Coast.
- Hlabisa being the main forms part of the Greater Mtubatuba economic functional area with

Mtubatuba being the main town in the sub-region.



Big Five False Bay

The Big 5 False Bay Municipality is situated directly north of the Mtubatuba Municipality and it stretches as far north as the Mkuze game Reserve, with the Hlabisa Municipality comprising its western boundary and the Greater St Lucia Wetland Park/False Bay Park its eastern boundary. Cross- boundary planning issues that requires joint attention of both municipalities include the following:

- Impact of iSimangaliso Wetland Park as a world heritage site and management of development along the boundary of the park.
- Tourism development with both areas being developed with a range of tourism products and activities and forming part of the Elephant Coast.
- The N2 Corridor runs through both municipalities with Mtubatuba and Hluhluwe being some of the rural towns located along the corridor.

Joint infrastructure planning to service the contiguous rural settlements that cut across the two municipalities

SECTION E - 2: IMPLEMENTATION PLAN
MTUBATUBA LOCAL MUNICIPALITY
2020/2021 FINANCIAL YEAR
ORGANISATIONAL IMPLEMENTATION PLAN

IDP-ORG SCORECARD OPMS- REFERENCE NO.	OBJECTIVE	STRATEGY	PERFORMANCE INDICATOR	BUDGET	YEAR-1- 2017/2018	YEAR-2- 2018/2019	YEAR-3- 2019/2020	YEAR-4- 2020/2021	YEAR-5- 2021/2022
					Projected Target	Projected Target	Projected Target	Projected Target	Projected Target
					5-YEAR IMPLEMENTATION PLAN FOR MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT				
MT001	To ensure effective and efficient administrative services	Conduct an assessment on provision of administrative support	Date OPMS/IPMS Framework and PMS Policy reviewed and adopted by Council	R0.00	30-Jun-18	30-Jun-19	30-Jun-20	PMS framework adopted by Council on 30 June 2021	PMS framework adopted by Council on 30 June 2022
MT002			Date Final Annual Report Submitted to council for adoption	R0.00	30-Mar-18	30-Mar-19	31-Mar-20	Annual Report Adopted by Council on the 31 March 2021	Annual Report Adopted by Council on the 31 March 2022
MT003	To provide effective and efficient human resource Management aimed at achieving a skilled workforce that is responsive to service delivery and change	Implementation of the Human Resource (HR) Development Strategy	Date organizational structure reviewed and adopted by Council	R0.00	30-Jun-18	30-Jun-19	30-Jun-20	Organizational structure adopted by Council on 30 June 2021	Organizational structure adopted by Council on 30 June 2022
MT004		Council adoption of employment equity Plan	No. of people from employment equity target groups employed in the three highest levels of management (S56&S54, Deputy Director's & Line Managers) in compliance with approved equity plan by 30 June 2020	R0.00	03 Employed	03 Employed	02 Employed	02 people Employed by 30 June 2021	02 people Employed by 30 June 2022
MT005		Adoption of Workplace Skills Plan (WSP)	Date Skills development Plan adopted by Council	R1 800 000	30-Jun-18	30-Jun-19	30-Jun-20	Skills Development Plan adopted by Council by 30 June 2021	Skills Development Plan adopted by Council by 30 June 2022
MT006		Implementation of the Human Resource (HR) Development Strategy	Date HR Strategy reviewed & adopted by Council	R0.00	30-Jun-18	30-Jun-19	30-Jun-20	Human Resource strategy adopted by Council by 30 June 2021	Human Resource strategy adopted by Council by 30 June 2022
MT007		To report & monitor Service Delivery	Ensure IT Compliance	Date Municipal IT Governance Framework adopted by Council	R0.00	30-Jun-18	30-Jun-19	30-Jun-20	IT Governance Frameworkadopted by Council by 30 June 2021
MT008	To ensure effective and efficient administrative services	Conduct an assessment on provision of administrative support	Adoption date of the communication framework/strategy by Council	R0.00	30-Jun-18	30-Jun-19	30-Jun-20	Communication Framework/Strategy Frameworkadopted by Council by 30 June 2021	Communication Framework/Strategy Frameworkadopted by Council by 30 June 2022
MT009			Number of quarterly reports on the implementation of OSS submitted to EXCO by 30 June 2021	R900 000	30-Jun-18	30-Jun-19	30-Jun-20	4 quarterly reports on the implementation of OSS submitted to EXCO by 30 June 2021	4 quarterly reports on the implementation of OSS submitted to EXCO by 30 June 2022

5-YEAR IMPLEMENTATION PLAN FOR BASIC SERVICE DELIVERY									
BS001		Implementation of Capital Projects	% of MIG Expenditure by 30 June 2021	R29 979 150	100%	100%	100%	100% MIG expenditure by 30 June 2021	100% MIG expenditure by 30 June 2022
BS002		Ensuring consumers have access to Electricity	% INEP Expenditure by 30 June 2021	R9 900 000	100%	100%	100%	100% INEP expenditure by 30 June 2021	100% INEP expenditure by 30 June 2022
BS003		Ensuring access to refuse removal in all housing units	Number of existing consumer units with access to refuse removal at least once per week 30 June 2021	R9 032 298	14190	14190	14190	14190 consumer units with access to refuse removal by 30 June 2021	14190 consumer units with access to refuse removal by 30 June 2022
BS004	Improve Access to Basic Services	Provision of Free Basic Electricity, and refuse removal	Date of approval of Indigent Register by Council		43281	30-Jun-19	30-Jun-20	Indigent Register adopted by Council by 30 June 2021	Indigent Register adopted by Council by 30 June 2022
BS005		Imrpove access roads	No. of km of roads upgraded by 30 June 2021		5000m2	5000m2	5000m2	5000m2 roads upgraded by 30 June 2021	5000m2 roads upgraded by 30 June 2022
FIVE YEAR IMPLEMENTATION PLAN FOR LOCAL ECONOMIC DEVELOPMENT									
LED001	Enhancement Mtubatuba Local Economic Development	LED Policy reviewed and creation of job opportunities	Date LED strategy,reviewed and adopted by Council	R0.00	30-Jun-18	30-Jun-19	30-Jun-20	LED Strategy adopted by Council by 30 June 2021	LED Strategy adopted by Council by 30 June 2022
LED002			Date Municipal Informal Economy Development Plan adopted by Council	R0.00	30-Jun-18	30-Jun-19	30-Jun-20	Informal Economy Development Plan adopted by Council by 30 June 2021	Informal Economy Development Plan adopted by Council by 30 June 2022
LED003			Number of Quarterly report on LED initiatives for jobs creation submitted to Portfolio Committee by 30 June 2021	R3 000 000	4 Reports	4 Reports	4 Reports	4 quarterly Reports submitted to Portfolio committee	4 quarterly Reports submitted to Portfolio committee
LED004			Number of SMME's capacitated by 30 June 2021	R200 000	20 SMME'S	20 SMME'S	20 SMME'S	20 SMME'S capacitated by 30 June 2021	20 SMME'S capacitated by 30 June 2022

FIVE YEAR IMPLEMENTATION PLAN GOOD GOVERNANCE & PUBLIC PARTICIPATION									
GG001	To ensure Excellence in Governance and Leadership Improve of Law enforcement	Regular Public participation in Municipal Businesses	Number of monthly ward committee meetings held per ward by 30 June 2021	R2 700 000	12 per ward	12 per ward	12 per ward	12 monthly ward committee meetings held per ward	12 monthly ward committee meetings held per ward
GG002		Implementation of risk management programmes	Number of Risk Management documents reviewed (Risk Policy; Risk strategy; Risk plan & Risk Register) submitted to Council by 30 June 2021	R500 000	30-Jun-18	30-Jun-19	30-Jun-20	4 Risk Documents submitted to Council by 30 June 2021	4 Risk Documents submitted to Council by 30 June 2022
GG003		Coordinate Council committees and Structures	Number of quarterly MPAC meetings held by 30 June 2021	R0.00	4 Meetings	4 Meetings	4 Meetings	4 Meetings held by 30 June 2021	4 Meetings held by 30 June 2022
GG004			Number of quarterly reports submitted for the progress made with the reporting process in terms of the MSCOA to Finance Portfolio Committee by 30 June 2021	R300 000	4 Reports	4 Reports	4 Reports	4 MSCOA Reports submitted to Finance Portfolio Committee by 30 June 2021	4 MSCOA Reports submitted to Finance Portfolio Committee by 30 June 2022
GG005		Regular Public participation in Municipal Businesses	Number of Batho Pele documents reviewed (Batho Pele Policy & procedure manual; Service Charter; Service implementation plan) submitted to Council by 30 June 2021		30-Jun-18	30-Jun-19	30-Jun-20	3 Batho Pele Documents submitted to Council by 30 June 2021	3 Batho Pele Documents submitted to Council by 30 June 2022
5-YEAR IMPLEMENTATION PLAN FOR MUNICIPAL FINANCIAL VIABILITY									
FV001	Improved budget Implementation in the municipality	Optimize the expenditure of Capital budget	Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100) per annum		100%	100%	100%	100% Capital expenditure by 30 June 2021	100% Capital expenditure by 30 June 2022
FV002			Percentage operating revenue budget implementation (actual operating revenue/budget operating revenue x 100) per annum		100%	100%	100%	100% operating revenue budget implementation by 30 June 2021	100% operating revenue budget implementation by 30 June 2022
FV003			Percentage service charges and property rates revenue buget implementation (actual service charges and property rates revenue/budget service charges and property rates revenue x 100) per annum		100%	100%	100%	100% service charges and property rates revenue buget implementation by 30 June 2021	100% service charges and property rates revenue buget implementation by 30 June 2022
FV004	Improved Asset Management	Optimize expenditure of asset and risk Management	Asset register updated on a Quarterly basis and report submitted to the MM by 30 June 2020		4 Reports	4 Reports	4 Reports	4 Asset register Reports submitted to MM by 30 June 2021	4 Asset register Reports submitted to MM by 30 June 2022
FV005	Improved implementation of policies and by-laws	Compliance with the MFMA	Date of Review and implementation of debt collection policies, systems and by-laws submitted to ExCo		31-Mar-18	31-Mar-19	31-Mar-20	Policies, systems and by-laws submitted to ExCo by 31 March 2021	Policies, systems and by-laws submitted to ExCo by 31 March 2022

5-YEAR IMPLEMENTATION PLAN FOR CROSS CUTTING INTERVENTIONS									
CC001	To ensure integrity and quality of physical environment underpinned by a coherent spatial development pattern	Facilitate fully coordinated planning and development activities of the Municipality	Date Intergrated Development Plan reviewed & adopted by Council	R500 000	30-Jun-18	30-Jun-19	30-Jun-20	Intergrated Development Plan adopted by Council by 30 June 2021	Intergrated Development Plan adopted by Council by 30 June 2022
CC002		Improved Spatial Development Framework Reviewed and submitted to Council for adoption	Date Spatial Development framework Reviewed and submitted to Council for adoption	R500 000	30-Jun-18	30-Jun-19	30-Jun-20	Spatial Development Framework adopted by Council by 30 June 2021	Spatial Development Framework adopted by Council by 30 June 2022
CC003	To ensure sustainable protection and development of the environment	Establishment of Disaster Management Structures & Systems	Date Disaster Management Plan Reviewed and adopted by Council	R1 000 000	30-Jun-20	30-Jun-20	30-Jun-20	Disaster Management Plan adopted by Council by 30 June 2021	Disaster Management Plan adopted by Council by 30 June 2022
CC004		Facilitate fully coordinated planning and development activities of the Municipality	Date Human Settlement Sector Plan reviewed and Adopted by Council	R0.00	30-Jun-18	30-Jun-19	30-Jun-20	Human Settlement Sector Plan adopted by Council by 30 June 2021	Human Settlement Sector Plan adopted by Council by 30 June 2022

12. CAPITAL INVESTMENT FRAMEWORK

Refer to attached Budget Annexure A

12.1 CAPITAL PROJECTS AND APPROVED GRANTS

Refer to attached Budget Annexure A

12.2 UMKHANYAKUDE DISTRICT MUNICIPALITY INFRASTRUCTURE PROJECTS 2020/21

NO:	PROJECT NAME	BUDGET YEAR	AMOUNT
1	Mpukunyoni Community Water Supply Scheme: Remedial works and Upgrade (AFA) MIS 240168	2020/21	R 2 326 198,01
2	Bulkpipeline from Mtubatuba Heights Reservoirs to KwaMsane Reservoirs	2020/21	R 536 226,00
3	Refurbishment & Upgrade of Water Works and Sewer Pipeline in Umtuba L.M	2020/21	R 20 655 777,05

12.3 ITENDELE COAL MINE



19 May 2017

**The IDP Manager
Mtubatuba Municipality
P O Box 52
Mtubatuba
3935**

Dear Lungile Mthembu

**RE: ADDITIONAL INFORMATION REGARDING THE SOCIAL LABOUR PLAN (SLP)
PROJECTS TO BE REGISTERED WITH IDP**

In relation to your email received on 18 May 2017 regarding additional detail on the projects, please find the requested information below as well as some additions to the previous letter. Please note that all projects fall within the Somkhele Node.

1. Provision of Water Storage Facilities (Dam)

This is located in the Dubelenkunzi area, Ward 15 and the project is executed in collaboration with the Municipality, Department of Water and Sanitation, and various consultants as well as local- and regional government institutions.

2. Agricultural Entrepreneurship Development

All operational sites of the Mine as well as future areas. This includes Areas of Dubelenkunzi, Esiyembeni, KwaMyeki, Machibini and Mahujini. Ward 15 and 18.

3. Job Creation Project

Ward 15, 17 and 18.

4. Development of New School (Ntikili school) / Centre of Excellence)

This school is situated in Nomathiya, Ward 14

5. Crèche and School maintenance (Siphelele, New school and various crèches)

Situated in KwaMyeki, Ward 18

6. Improving Mathematics & Science proficiency at schools

Ward 14, 15, 17 and 18

Physical address: Somkhele Company Nkolokoto off R618 23km west of Mtubatuba KZN South Africa
Postal address: Postnet Suite 206 P/Bag X013 Mtubatuba 3935 South Africa
Tel: +27(0)82 895 1406 **Fax:** +27(0)82 895 1386
Directors: J Du Preez, L Mogotsi

7. Water supply to community (through boreholes, pipelines, dams, hand-pumps)

Ward 15, 17 and 18

8. Agricultural Hub – phase 2

Ward 18

9. Broiler production (incl detailed feasibility study, business plan and training)

Situated in KwaMyeki, Ward 18

10. Community Access Roads in Area 5

Situated in Emalahleni (KwaMyeki), Ward 18

11. Dip-tanks (Area 5)

Situated in Emalahleni (KwaMyeki), Ward 18

12. Relocation

For the next 5 years our relocation requirements per area will be as follows:

Machibini and Mahujini,	Ward 18	- 57 Households
Emalahleni (KwaMyeki),	Ward 18	- 58 Households
Ophondweni	Ward 17	- 46 Households

A map in this regard is attached as part of this communication to show the location of the areas which will be affected by relocation.

13. Ongoing Community Development and training programs

Apart from the abovementioned **New Projects** for the next 5 years, the Mine will still be continuing with its current projects until the year 2022 pertaining to Community development and training. These projects will affect all wards within the Mpukonyoni area and includes the following:

Adult Basic Education Training (ABET)

The Mine is providing 2 training facilities for the community from where ABET level 1 up to level 3 is trained. This training is provided free of charge to the community members and incentives are provided for attending classes and successful completion of each level.

N-course training

Engineering discipline N1, N2 and N3 classes are provided in partnership with uMfolozi TVET College at the Tendele Edu-centre. These courses are a substitute for ABET level 4.





Learning Programs

Technical and Non-technical Learnerships, Workplace Exposure and Apprenticeship programs are provided to community members through the uMfolozi TVET College.

Portable Skills training

Various training courses are provided such as Crops production, Code 14 Driver's license, Livestock care, Basic motor mechanics, Basic Hair salon training etc.

Bursaries

Bursaries are allocated on an annual basis to community youths for Tertiary studies in Mining and Non-mining related disciplines.

We will appreciate it if the above projects could be registered on the municipality's IDP. Please feel free to contact us should any further information be required.

Yours sincerely



JM Steyn
COO

12.4 HOUSING PROJECTS

The control of the following projects is not within the competence of the Municipality. Although there is some arrangement between the Municipality and Human Settlement, such has not translated into transfer of funds from the provincial vote to the municipal vote.

Housing Projects status as at 20 March 2020

NAME OF THE PROJECT	NUMBER OF UNITS IN EACH PROJECT	START AND END DATE OF THE PROJECT & STATUS	WARD
Ezwenelisha Ministerial Housing project	1500	Started April 2014 Project is expected to end March 2020 The project is in construction stage 99% completed. Total approved 1416 Completions with VIP's 1321 Roads have been completed 100% Water pipes installation 100% complete	05
		Challenges <ul style="list-style-type: none"> ➤ Sub-division ➤ Site surveying ➤ Title deeds ➤ Open Spaces ➤ Wetland sites 	
Mpukunyoni Phase2 Rural Housing Project	1800	Appointed 13 September 2013 Prefeasibility studies September 2013- May 2014 Stage 1 funding application September 2014-november 2014 MEC stage 1 approval 24 October 2016 Tripartite agreement for detailed planning January 2017-december 2017, Ingonyama Trust Board presentation has been done. Waiting budget for construction stage from MEC Human Settlements	13,14,15,17 &18
Khula Village Housing Project	1314 units	April 2014 – September 2017 (construction has been finished only waiting for closeout report) Title deeds in progress.	03
KwaMsane extension housing project	-	Waiting for tranche 1 approval by KZN department of Human Settlements and contract to be included. The project has been divided into 2 phases [Phase 1 will be the land that belongs to Ingonyama Trust] and [Phase 2 will be the land that belongs to private owners]	02 & 20
Crocodile Valley housing project	500	There is a Land issue that is not yet resolved.	05

Shikishela housing project	850	Project has been approved by MEC. Project has been reported to the Traditional Court (Mgeza) on the 11 November 2019. The community meeting to give feedback on project progress has been done. Socio economic, Land audit, Environmental, Bulk infrastructure, Geotechnical, Planning is on progress. PSC formulation has been done November 2019, the Ingonyama Trust(ITB) Presentation has been forwarded to ITB Officials.	12
Zamimpilo housing project	850	Project has been approved by MEC. The project was reported to the Traditional Leadership Court (Mgeza) on the 11 November 2019. Community meeting to give feedback on project progress has been done. Committee has been elected and committee workshop has been done.	07
Nkodibe housing project	850	Application pack has been submitted to the department. Waiting for MEC approval.	06
Nyalazi housing project	850	Project has been approved by MEC. Committees has been established, SPLUMA application has been approved. Application pack for stage 2 has been done. The presentation to Ingonyama Trust Board has been done, we are waiting for date of presentation.	08
Siyathuthuka housing project	850	Project has been approved by MEC. The project was reported to the Traditional Leadership Court (Mgeza), community meeting to give feedback on project progress has been done. Committee has been elected. Ingonyama Trust Board presentation has been forwarded to ITB officials we are waiting for presentation date.	11
Mtubatuba housing project phase 2	200	Project has been approved by MEC for 200 units, currently in a detailed planning. Environmental Authorization application form has been signed by Municipal Manager as a part of planning process.	20
Masibonisane housing project	850	Application pack has been submitted to the department. Waiting for MEC approval.	10
Nkundusi housing project	850	Application pack has been submitted to the department. Waiting for MEC approval.	09
Gunjaneni housing project	850	Project has been approved by MEC. The project was reported to the Traditional Leadership Court (Mgeza), community meeting to give feedback on project progress has been done. Committee has been elected, committee training and signing of constitution has been done. The planning activities is on progress.	19

Housing Projects Resently Appointed

No	Project Name	Units	Ward	Implementing Agent	Status
1	Crocodile Valley Housing Project	500	05	Fezeka Business services cc	Approved but Awaiting Confirmation from DHS
2	Shikishela Housing Project	850	12	NNLK Business Enterprises	Design Packages Submitted to DHS
3	Zamimpilo Housing Project	850	07	Nophofu Investment	Design Packages Submitted to DHS
4	Nkodibe Housing Project	850	06	Umpisi Enggineers	Design Packages Submitted to DHS
5	Nyalazi Housing Project	850	08	Zamahlobo Trading cc	Approved but Awaiting Confirmation from DHS
6	Siyathuthuka Housing Project	850	11	Lwazi Projects	Design Packages Submitted to DHS
7	Mtubatuba Housing Project Phase 02	700	20	Ganwa Consulting and Development cc	Approved but Awaiting Confirmation from DHS
8	Masibonisane Housing project	850	10	LGB Investments (PTY) LTD	Design Packages Submitted to DHS
9	Nkundusi Housing Project	850	09	Vumesa (PTY) LTD	Design Packages Submitted to DHS
10	Gunjaneni Housing Project	850	19	Seedi Development Projects	Design Packages Submitted to DHS

12.1 DEPARTMENT OF AGRICULTURE

2019/20 FENCING PROJECTS

No.	PROJECT NAME	Village/location	Land ownership/ access (LRAD, SLAG, COMMUNAL, PRIVATE)	Categories of farmers (smallholder, subsistence, commercial)	PROJECT DESCRIPTION	Budget for 2018/19	Project intervention. Activities e.g borehole, crush pen etc	COMMODITY fruit, grain, etc
						Allocated Budget		
1.	Ubambiswano	Ophaphasi	Communal	Subsistence	Crop and Vegetable Production	R 100 000,00	0.5 km Fencing	Grain, Vegetables
2.	Impumelelo	Nkombose	Communal	Subsistence	Crop and Vegetable Production	R 90 000,00	0.4 km Fencing	Grain, Vegetables
3.	Qedindlala	Kwa Msane Township	Communal	Subsistence	Crop and Vegetable Production	R 90 000,00	0.7 km Fencing	Grain, Vegetables
4.	Luhlanga	Luhlanga	Communal	Subsistence	Crop and Vegetable Production	R 320 000,00	2.55 km Fencing	Grain, Vegetables
5.	Siyalima Youth	Kwa Msane Reserve	Communal	Subsistence	Crop and Vegetable Production	R 120 000,00	0.4 km Fencing	Grain, Vegetables
6.	Khathalisela	Nhlonhlweni	Communal	Subsistence	Crop and Vegetable Production	R 40 000,00	0.2 km Fencing	Grain, Vegetables
7.	Madwaleni Youth	Madwaleni	Communal	Subsistence	Crop and Vegetable Production	R 120 000,00	1 km Fencing	Grain, Vegetables
8.	Thuthukani	Myeki	Communal	Subsistence	Crop and Vegetable Production	R 120 000,00	0.9 Fencing	Grain, Vegetables
9.	Caiŕe	Khula Village	Communal	Subsistence	Piggery	R 120 000,00	1 km Fencing	Grain, Vegetables
10.	Thathigeja	Kwa Msane Township	Communal	Subsistence	Crop Production	R 80 000,00	0,4 km Fencing	Grain, Vegetables
11.	Hluzingqondo	Mfekayi	Communal	Subsistence	Crop and Vegetable Production	R 80 000,00	0,43 km Fencing	Grain, Vegetables
12.	Mpilwenhle	Gunjaneni	Communal	Subsistence	Crop and Vegetable Production	R 90 000,00	0,68 km fencing	Grain, Vegetables
13.	Sizamelimpilo		Communal	Subsistence	Crop and Vegetable Production	R 280 000,00	2,3 km fencing	Grain, Vegetables
14.	Njica	Ogengele	Communal	Subsistence	Crop and Vegetable Production	R 120 000,00	1,2 km fencing	Grain, Vegetables

12.2 DEPARTMENT OF EDUCATION

NO	SCHOOL NAME	EMIS NO	PROJECT SCOPE	CIRCUIT	MUNICIPALITY WARD
1	Masibonisane H	500200799	Repairs to eight classrooms floors, windows, doors, veranda & painting	10	10
2	INKosenhle P	500306767	Repairs to roof, doors, windows & painting of five classrooms	17	17
3	Thekelisulwazi H	500281163	Erection of a new fence, repairs to five classrooms roof, windows, doors, floors veranda & painting	15	15
4	Machibini P	500190698	Repairs to five classrooms roof, cracks, doors, windows, floors, veranda and admin block	Kwamsane	15
5	Glen Park	500149739	Repairs to five classrooms doors, floors, windows, veranda, door frames & painting	Hluhluwe	3
6	Ntandabantu P	500239353	Repairs to five classrooms roof, windows, doors, floors veranda & painting	Mtubatuba	19
7	Dibase P	500120990	Repair six classrooms, floors, roof, veranda, windows, doors and painting	Kwamsane	15
8	Endombeni	500136049	Repairs to six classrooms, floors, windows, doors, chalkboards, veranda & painting	Shikishela	7
9	Nsombosi P	500238280	Repairs to roof, doors & painting	Hluhluwe	9
10	Siyaphambili H	500445998	General repairs to five classrooms roof, floors, doors, windows & painting	Kwamsane	16
11	Indukebandla P	500162800	Repair all classrooms, floors, roof, veranda, windows, doors & painting	Mtubatuba	6
12	Nqiwani P	500237355	Close leaks to roof, internal & external painting and floors to all classrooms	Kwamsane	1
13	Mlamuli P	500307100	Repairs to five classrooms roof, windows, doors, floors veranda & painting	Kwamsane	15
14	Qalangokuhle P	500252155	Repairs to five classrooms roof, doors, chalkboards, glazing & painting	Kwamsane	15
15	Mbongeni H	500204721	Repairs to six classrooms, roof, windows, doors, floors, veranda & painting	Shikishela	7

16	Shikishela P	500262108	Minor repairs of all classrooms	Shikishela	12
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12.3 DEPARTMENT OF TRANSPORT

DOT DECLARED NETWORK OF DC27

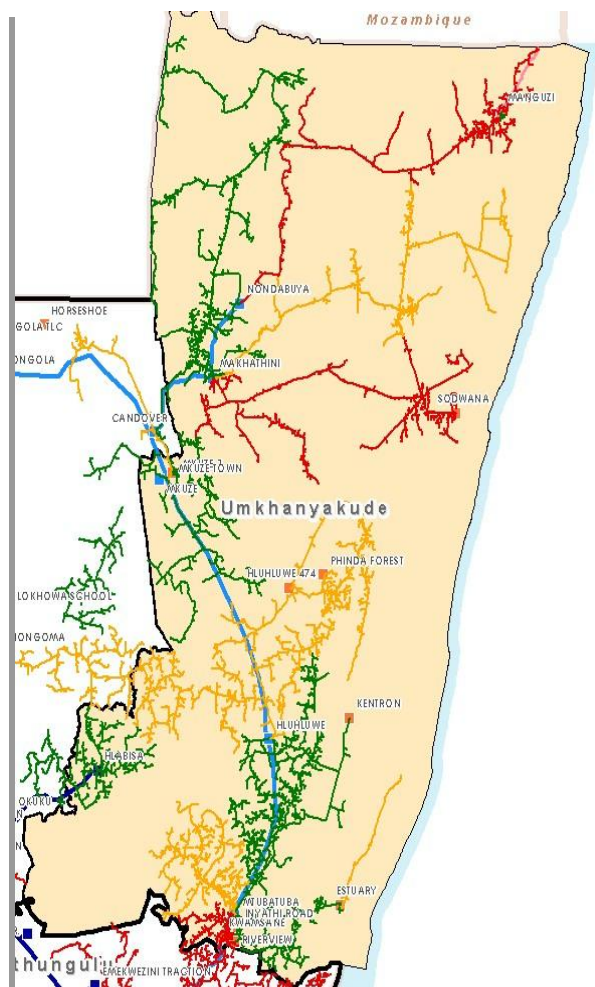
DISTRICT	Municipality Name	Blacktop	Concrete	Gravel	Grand Total
DC27	Big Five Hlabisa	97		804	901
	Jozini	151	4	1 122	1 277
	Mtubatuba	90		634	723
	Umhlabuyalingana	55		643	698
Grand Total		393	4	3 202	3 599

UPDATE ON COMPLETED CAPITAL PROJECTS

Project	Activity	Total km	Local Municipality	Total Cost Estimate	Project Duration	Status
eSiyembezi Access Road	Road	12	Mtubatuba	R 6 Million	3yrs	The project has been successfully completed in the 2012/2013 financial year.
Lower Nyalazi River Vehicle Bridge	Bridge	-	Mtubatuba	R 16 Million	1yrs	The project commenced in November 2012 and was completed in November 2013.
P237 Capacity Improvement Mtubatuba to St Lucia	Road	23,04	Mtubatuba	R 19,2 million	1yrs	The project has been successfully completed in the 2017/2018 financial year.

UPDATE ON REHABILITATION PROJECTS

Project	Activity	Total km	Local Municipality	Location & Ward No	Budget 2019-20	Total Cost Estimate	Project Duration	Status
P235-1	Rehab (KM 0+00 to KM 47+31)	47,3	KZ275		R 257,229 million	R 257,229 million	18 months	Project in planning and is a multi year. Project will be completed in 22/23 FY
P397	Light rehab (KM 0+00 to KM 10+20)	10,2	KZ275		R 40,609 million	R40,609 million	8 months	Project in planning and is a multi year. Project will be completed in 20/21 FY
P237	Rehab (KM 0+00 to KM 15+00)	15.0	KZ275		R 146,105 million	R146,609 million	9 months	Project in planning and is a multi year. Project will be completed in 20/21 FY



#	Project Name	Current Form Status
1	Gezisa-Ndumo 50 km 132 kV line	ERA
2	Gezisa 132/22 kV Substation Est	ERA
3	Candover-Mbazwana 65 km 132 kV Wolf Line Est	DRA
4	Mbazwana 132/22 kV (1x20 MVA) SS Establish	CRA
5	Mtubatuba ST Lucia 132 kV line establish	CRA
6	St Lucia 132/22 kV SS establish	CRA
7	Gunjaneni 25 km 132 kV loop in loop out line in kingbird	DRA
8	Gunjaneni 20 MVA 132/22 kV Substation	DRA
9	Pongola-Candover km 132 kV Wolf Line Est	CRA

12.4 ESKOM PROJECTS: EXISTING AND PLANNED PROJECTS FOR ELECTRIFICATION

CURRENT PROJECTS FOR 2019/20

Municipality Code & Name	Project Name	Project Type	Ward Number	Planned conns	Actual Conns	Project Status
KZN275_Mtubatuba	Dukuduku/Zwenelisha #2	Households	3	868	0	Awaiting design packages
KZN275_Mtubatuba	Bulk Extensions	Extensions	Various ward	867	0	Project in construction
KZN275_Mtubatuba	Mtubatuba Ward 18	Households	18	261	0	Construction not started

ESKOM APPROVED PROJECTS FOR 2020/21

Municipality Code & Name	Project Name	Project Type	Ward Number	Planned Connections	Budget
Mtubatuba	Shikishela Island	Household	12	28	R995 933.63
Mtubatuba	Nsolweni #3	Household	19	281	R4 80 488.06
Mtubatuba	Mtubatuba ward 18	Household	18	261	R4 788 682.78
Mtubatuba	Dukuduku / Zwenelisha	Household	04	600	R10 235 328.55
Mtubatuba	Ogengele Extension	Household	17	72	R1 145 880.00
Mtubatuba	Mtubatuba Bulk Extension	Household	05	100	R650 000.00
Mtubatuba	Nsolweni #3	Link line	19	-	R550 000.00
Mtubatuba	Mtubatuba ward 18	Link line	18	-	R671 505.75
Mtubatuba	Dukuduku / Zwenelisha	Link line	04	-	R3 868 110.79
Mtubatuba	Ogengele Extension	Link line	17	-	R2 045 937.41

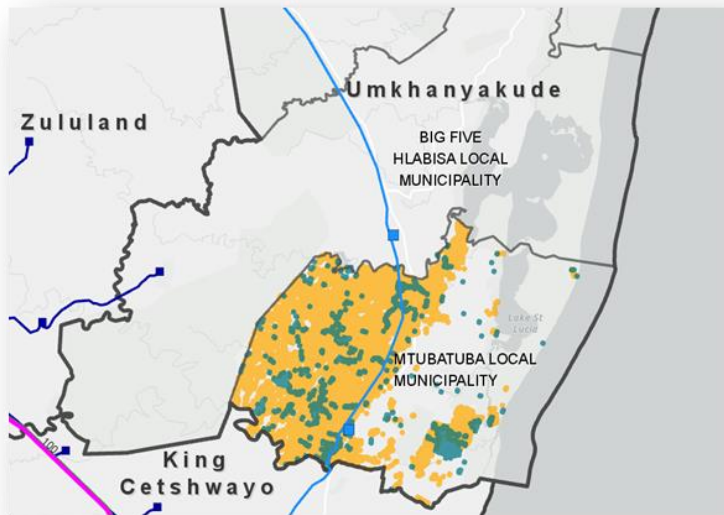
IDENTIFIED PROJECTS

Municipality Code & Name	Project Name	Project Type	Ward Number	Estimated Conns
Mtubatuba	Dukuduku/Zwenelisha #3	Household	3	500
Mtubatuba	Mtubatuba Ward 17 (Isigcino & Ophondweni)	Household	17	261
Mtubatuba	Mtubatuba Ward 13 (Ophaphasi)	Household	13	261
Mtubatuba	Mtubatuba Ward 17 (Isigcino & Ophondweni)	Household	17	261

SCHEDULE 5B PROGRESS

Municipality Code & Name	Project Name	Project Type	Ward Number	Estimated Conns
KZN275_Mtubatuba	Nordale, Nkundusi & Nhlazane	2016/2017	834	Construction is 95% complete
KZN275_Mtubatuba	Esiyembeni Electrification	2016/2017	500	Detail design is complete

ELECTRIFICATION PROGRESS – ESKOM



Mtubatuba LM
77,45%

12.5 INEP APPROVED PROJECTS 2020/21 F Y

Municipality Code & Name	Project Name	Planned Connections	Ward Number	Budget
KZN275_Mtubatuba	Esiyembeni Phase II Electrification	50	15	R1 250 123.00
KZN275_Mtubatuba	Ward 12 Electrification	228	12	R5 700 000.00
KZN275_Mtubatuba	Nyalazi Phase II Electrification	54	10	R1 350 000.00
KZN275_Mtubatuba	Mchakwini Electrification	64	11	R1 600 000.00

12.6 EDI PROJECTS

Registered Name of Organisation: Edi

What kind of organisation is this: Community Based Organisation which is non-profit making
area of focus: children, civil society support, HIV AND AIDS, women, capacity building and
led

What Projects is EDI involved in Mtubatuba:

PROJECT	No. of Beneficiaries	Age	Gender	Ward(s)	Contact Person
ASPIRES	237	14 -18	F & M	3,4,5,9,17	Zakhele Gumede
DREAMS	6000	10 – 24	F only	1,2,3,4,5,6,8,9,10,13,14,16,17,20	Makhosi Zondi
ECD	269	2 – 5	F & M	17	Thandazo Myeni
OVC	4080	< 18	F & M	3,4,5,6,9,16,17	Vusi Mcambi
Stepping Stone	2353	10 – 49	F & M	1,2,3,4,5,6,10,14,16,17	Mesuli Ndlela
Civil Society Support	N/A	N/A	N/A	All 20 Wards in Mtubatuba	Makhosi Zondi

Total Budget for the 2016/7 Financial Year (October 2016 to September 2017) = R7 968 755.25

Greatest Need: Outdoor Equipment for our Edi Edu-Care Centre (ECD) in Ward 17 (R36 000.00)

CONTACT DETAILS:

Registered Name of	Ezisakwini Development Initiative – Edi
Trading Name:	Edi Training and Community Development
NPO/PBO Registration Number:	055-368-NPO
Postal Address:	PO Box 710
	Mtubatuba 3935
	Lot 201/2 Aloe Avenue Mtubatuba 3935 (next to Aloe Business Centre)
	Mtubatuba

Physical Address:	Another (new) office is next to the Mpukunyoni Traditional Offices
Website address (if available):	www.edi.org.za
Contact person at the Organisation:	Ms Makhosi Zondi
Designation:	Director

Tel: (035-5501112) and	Cell: 0829577591	Email: makhosi@edi.org.za	Fax: 0866118140
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No.	Sector	Budget (R)
1	Business	0
2	Children	750 000
3	NGO/CBO	300000
4	Disability	200000
5	FBO	200000
7	Human Rights	0
8	Institute for Higher Learning	0
9	Labour	0
10	LGBT	100000
11	Men	245000
12	PLWHIV	950000
13	Traditional Health Practitioners	0
14	Traditional Leadership	150000
15	Women	250000
16	Youth	500000
	TOTAL	3645000

12.7 DEPARTMENT OF SPORTS AND RECREATION

Project No.	Project Name	Ward/Area	Funding Source	Project Cost (R)	Responsible Dept.
MTLMSDI -	Masibonisane Youth Development Centre	Ward 10	Department of Sports and	R 3 000 000.00	Technical Services

SECTION F - 2: FINANCIAL PLAN

13. FINANCIAL PLAN

13.1 ADOPTION OF A FINANCIAL PLAN

The Mtubatuba Municipality's Financial Plan for 2020/21 is adopted by Council in May 2020 (MTREF-2018/19 to 2020/21) is annexed hereto for ease of reference.

13.2 AN OVERVIEW OF THE 3-YEAR MUNICIPAL BUDGET

The Financial Plan provides an overview of the 3-year Municipal Budget, Analysis and explanation thereof. The Municipality's Financial Plan is prepared over MTERF and its analysis and explanations are well documented on the executive summary submitted to Treasury and COGTA respectively. The final budget is annexed hereto for ease of reference.

13.3 FINANCIAL STRATEGIES

The Budget/Financial Plan for Mtubatuba Municipality reflects sound financial strategies with regard to expenditure and in particular cost containment measures that are being implemented.

The Financial Plan covers sound financial strategies since the cash inflow was based on an estimated collection rate.

The Municipality has developed a Revenue Enhancement Strategy which is being implemented as at 2018/2019 financial year. However, the Municipality is using the Debt and Credit Control Policy to collect revenue that is due to the Municipality. The also appointment of debt collectors that are assisting the municipality especial in long outstanding debtors.

The Budget/Financial Plan for Mtubatuba Municipality was prepared in line with Circular 91, 92 and 94 of the MFMA which refers to the preparation of the MTREF - as well as Circular 82 of the National Treasury which talks to Cost Containment Measures.

The Municipal Financial Plan is also in line with Municipal Budget Regulations.

Over and above the financial strategies related to expenditure and cost containment measures, there are budget related policies approved by Council to guide the Municipality in terms of adherence to the Financial Plan. A revenue enhancement strategy together with a synopsis of finance policies is attached herewith for ease of reference.

Table 82: Table Showing a List of Financial Policies

POLICIES	DATE OF ADOPTION
Credit Control and Debt Management	27 MARCH 2019
Tariffs	
Indigent	
Supply Chain Management	
Cash and Bank Management and Investments	
Asset Disposal	
Asset Management	
Budget	
Virement	
Property Rates	

13.4 REVENUE ENHANCEMENT AND OBJECTIVES

The Municipality has interventions in place aimed at improving revenue collections. The strategy was developed during the 2018/19 financial year and will be reviewed in 2019/20 and 2020/2021 for implementation. By-and-large, the interventions have benefitted the Municipality in getting a buy-in from businesses and communities in appreciating services provided by paying for them.

Mtubatuba Municipality is facing significant fiscal difficulties, which will undermine the effective and efficient performance of its functions and mandate. More importantly these difficulties are becoming increasingly severe and unless focused action is undertaken to address the underlying causes, Mtubatuba Municipality will find it increasingly difficult to perform its mandate.

The political and administrative leadership of Mtubatuba Municipality need to be positioned to manage competing demands for limited resources in a fair equitable and efficient manner.

Key components identified as priority are:

- Review the current budgeting strategy and process as well as expenditure and management systems to ensure efficient and effective service delivery in line with Mtubatuba Municipality priorities.
- Implement cost containment through review of the following policies:
 - (a) Car allowance policy
 - (b) Subsistence and travelling policy
 - (c) Telephone management policy
 - (d) Overtime policy
- Review cash and debt management strategies and practices.
- Review internal controls and delegations regarding financial management.
- Review governance practices in the Supply Chain Management practices and implement proper controls and risk management practices. The 2017 PPPFA need to be taken into account to avoid non-compliance.
- Review IT infrastructure and implement Accounting, Budget and Reporting Reforms (mSCOA etc.
- The implementation will commence in the 2019/20
- The rate of non-payment for rates and services leads to the need for a high provision for bad debt. The contribution to the bad debt reserve for 2019/2020 is calculated at R12 000 000 . This contribution again has to be financed.

13.5 3-YEAR OPEX

The 3-Year OPEX is indicated in the Budget/Financial Plan for 2018/2019 and has included an allocation of Operations and Maintenance Costs for municipal Fixed Assets. Kindly refer to the 2018/2019 Budget/Financial Plan annexed hereto for ease of reference.

KZN275 Mtubatuba - Table A4 Budgeted Financial Performance (revenue and expenditure)			
Description	2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Expenditure By Type</u>			
Employee related costs	94,324,055.00	100,455,123.00	107,235,840.00
Remuneration of councillors	16,029,809.00	17,232,044.00	18,524,448.00
Debt impairment	12,000,000.00	13,000,000.00	13,500,000.00
Depreciation & asset impairment	31,000,000.00	32,937,500.00	35,078,438.00
Finance charges	2,184,388.00	2,320,912.00	2,471,771.00
Bulk purchases	-	-	-
Other materials	20,000,000.00	21,250,000.00	22,631,250.00
Contracted services	41,987,776.00	44,612,012.00	47,511,794.00
Transfers and subsidies	-	-	-
Other expenditure	49,618,850.00	51,706,488.00	54,882,673.00
Losses	-	-	-
Total Expenditure	267,144,878.00	283,514,079.00	301,836,214.00

13.6 3-YEAR CAPEX

Description	2020/2023 MTREF		
	2020/2021 Budget Year	2021/2022 Budget Year	2022/2023 Budget Year
Infrastructure Roads(Nkatha to Nkomo access road, Kwa U Access road, Vezubala Access Road, Ngwenyaneni Couse way)	R 17,882,697.00	R16,670,419.00	R17,529,997.00
Community Assets (Bhedangaye creache, Ward 2 and Ward 17 community halls)	R 7,259,000.00	R 5,919,449.00	R 6,215,421.45
Recreational Facilities	R 10,516,501.00	R13,075,200.00	R13,728,960.00
Office Equipment	R 650,000.00	R 690,625.00	R 735,515.63
Furniture and Fittings	R 650,000.00	R 690,625.00	R 735,515.63
Computer Equipment	R 1,300,000.00	R 1,381,250.00	R 1,471,031.25
Construction of Technical and Community Workshop	R 1,635,000.00	R -	R -
Buildings	R 300,000.00	R 318,750.00	R 339,468.75
Cemetry Fencing (KwaMsane)	R 300,000.00	R 318,750.00	R 339,468.75
Skip bins	R 1,000,000.00	R 1,062,500.00	R 1,131,562.50
Ammunition	R 300,000.00	R 318,750.00	R 339,468.75
VTS Mechinery for testing station	R 400,000.00	R 425,000.00	R 452,625.00
Gaming Parkhome	R 350,000.00	R 371,875.00	R 396,046.88
Animal Pound	R 1,500,000.00	R 1,593,750.00	R 1,697,343.75
Borehole Connectioin	R 450,000.00	R 478,125.00	R 509,203.13
Testing station	R 500,000.00	R 531,250.00	R 565,781.25
GIS equipment (Hardware and Software)	R 1,000,000.00	R 1,062,500.00	R 1,131,562.50
Traffic Light Installation	R 1,000,000.00	R 1,062,500.00	R 1,131,562.50
TOTAL CAPITAL EXPENDITURE	R 46,993,198.00	R45,971,318.00	R48,450,534.70

13.7 MUNICIPAL ABILITY'S OPERATIONAL EXPENSES

The Municipal Budget is prepared in accordance with Municipal Budget Regulations which requires the budget to be funded in order to enable the Municipality to meet its financial obligations and operational obligations.

13.8 THE FINANCIAL PLAN CONTAINS PROJECTS WITH COMMITTED FUNDING

KZN275 Mtubatuba - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding			
	2020/2023 MTREF		
Description	2020/2021 Budget Year	2021/2022 Budget Year	2022/2023 Budget Year
Infrastructure Roads(Nkatha to Nkomo access road,Kwa- U Access road,Vezobala access road, Ngwenyaneni cosway)	R17 882 697.00	R 16 670 419.00	R 17 529 997.00
Community Assets (Bhedangaye Creche, Ward 2 and Ward 17 community halls)	R7 259 000.00	R5 919 449.00	R 6 215 421.45

The Financial Plan invariably contains projects with committed funding, which are not on the Municipal Budget but are from other Sector Departments/Funding agents aligned to DORA. Kindly refer to the Implementation Plan (Section E) annexed hereto for ease of reference.

**SECTION G - 2: ANNUAL OPERATIONAL PLANS
(SDBIP'S ARE ATTACHED)**

14.ANNUAL OPERATIONAL PLANS

14.1. Mtubatuba Municipality has developed the 2020/21 Implementation Plan, Organisational Scorecard and Departmental Service Delivery Budget and Implementation Plans. Refer to **Annexure A2**

14.2 The 2020/21 Organisational Scorecard and Departmental Service Delivery Budget and Implementation Plans are aligned with the Goals, Objectives and Strategies in Chapter D of the IDP.

14.3 The 2020/21 SDBIP will be submitted to COGTA in compliance with the legislative framework

SECTION H: ORGANISATIONAL PMS FRAMEWORK AND INDIVIDUAL PERFORMANCE MANAGEMENT POLICY

**(COPIES ARE ANNEXED HEREWITH FOR EASE OF REFERENCE -
SEPARATE FILE)**

15. ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

15.1. Mtubatuba Municipality has annexed hereto a copy of its Organisational PMS Framework and a copy of Individual PMS Policy for ease of reference. The PMS policy documents are being implemented and reviewed on an annual basis. The PMS documents were approved by the Council for implementation and they explain how the OPMS and IPMS are applied in the municipality

15.2 Performance Management is a strategic approach to management, which equip leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact.

Chapter 6: of the Municipal Systems Act (No 32 of 2000) requires municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance based on indicators linked to their IDP;
- Publish an annual report on performance for the councillors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- Have their annual performance report audited by the Auditor-General; and
- Involve the community in setting indicators and targets and reviewing municipal performance.

2001: Municipal Planning and Performance Regulations states that:

- Performance Management System must entail a Framework that describes and represent how the municipality's cycle and process of performance management,

including measurement, review, reporting and improvement, will be conducted;

- Performance Management System must inter alia comply with the requirements of the Systems Act, relates to the municipality's employee performance management processes and be linked to the municipality's IDP.



Mtubatuba Local Municipality is in the process of reviewing its 2018/19 Organizational Performance System as required in terms of Chapter 6 of the Municipal Systems Act, 32/2000. The documents which are being developed as part of the process are as follows and consideration is currently being given to the conversion to an electronic system:

- Implementation Plan
- Organizational and Departmental Score Cards
- PMS Framework
- Individual Performance plans
- Individual Performance Agreements

The Organizational and Departmental scorecards contain strategies in line with SALGA guidelines and are further compliant with the Provincial Growth and Development Strategy. It has been recommended that the Performance Plans that have been developed for Section 56 Managers be made applicable to all employees. However, to date Mtubatuba Municipality Performance Management System has been refined to

include a system of individual staff appraisals as contemplated per section 67 of the Municipal Systems Act.

The municipality is on the process of cascading PMS, to all other levels of the organisation. The performance of a municipality is integrally linked to that of staff it is therefore important to link organisational performance to individual performance and to manage both at the same time, but separately. In this way all employees are working towards a common goal. It is however the responsibility of the employer, to create an environment, which the employees can deliver the objectives and the targets set for them in their performance plans and job descriptions.

The SDBIP gives effect to IDP and budget. The budget gives effect to the strategic priorities. The SDBIP therefore serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of- year targets and implementing the budget. The SDBIP measures the operational plan, whilst the PMS measures performance at a strategic level. The SDBIP and the PMS provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance.

15.3 INDIVIDUAL PERFORMANCE AGREEMENTS

These Performance Agreements define the municipality’s performance expectations of all employees.

15.4 WORK PLANS

Integral part of the Performance Agreement and informed by institutional outputs and targets as captured in the municipality’s IDP and SDBIP

15.5 PERFORMANCE REVIEWS

To be conducted on a quarterly basis-will culminate into an annual performance appraisal

15.6 PERFORMANCE EVALUATION SYSTEM

Employees will be assessed on the extent to which objectives under each KPA have been achieved.

A score of 1 to 5 should be allocated to each KPA (depending on extent to which the objectives have been achieved)

15.7 PERFORMANCE BONUS

Performance bonuses will be paid in recognition of employee outstanding performance in terms of their respective performance reward and incentive policies. Such bonuses will only be paid to employees that completed an assessment period of 12 months.

15.8 CHALLENGES IN IMPLEMENTING PERFORMANCE MANAGEMENT

- I. The performance management challenge in organizations has many dimensions in today's environment and creating focused initiatives to overcome these challenges is not a silver bullet approach.
- II. In many cases remuneration schemes are driving the performance system, which creates a number of long term consequences in organizational behavior and culture.
- III. In other cases senior management are so focused on scorecard management to hold people accountable that the creation of the scorecard is not aligned with key performance areas, but rather a number of deliverable projects and tasks.

In the 2019/20 financial year the municipality will commence with phase 1 of the cascading of PMS.

15.9 FIVE YEAR ACTION PLAN

Basic to five year action programme are the projects which have been reviewed and are shown in Section E. The process of reviewing, revising and updating the 2019/20 IDP Projects Table was coordinated internally by the IDP Manager. A series of meetings were convened both individually and collectively with the various line-function Departments within the Municipality, as well as with the key Sector Departments, and

ward committees in order to identify projects that accord with the Municipality's Vision. This resulted in the compilation of a comprehensive schedule of proposed projects as shown in Section F. The outputs from the Ward Committee meetings also inform the review of and prioritisation of projects and are included in this IDP.

15.10 MEASURING & MONITORING PROGRESS

PMS cannot be implemented or transplanted directly from another municipality or copied from a text book or taken from the shelf. Each municipality is unique due to the ever changing environment in which they operate. Therefore, when developing and implementing a PMS, it is essential that this intervention is properly understood and tested, before implementation, in order to facilitate effective performance. No PMS operates in isolation as it is a systems wide intervention which ensures control in the ultimate achievement of vision/mission, strategic objectives and goals. It is therefore important that the municipality takes ownership and "grows" into its own PMS. It is important to note that a PMS is dynamic and will change and develop over time to reflect the unique features of the municipality. The municipal environment is no exception to this phenomenon and this policy framework lends itself to improvement and positive changes with even more focused alignment to its objectives and performance levels.

The municipality is in the process of reviewing the Service Delivery Budget Implementation for 2019/20 and will serve as a monitoring tool which will assist the mayor, the councillors, municipal manager, senior managers and the community in evaluating the performance of the council. The SDBIP translates the IDP and Budget in actionable objectives. This allows for early detection of poor performance, and measures to mitigate poor performance can be established

SECTION I: BACK TO BASICS PROGRAMME

16. BACK TO BASICS

The OPMS (Organisational Scorecard/ SDBIPs) are aligned to the B2B pillars. The Organisational Scorecard/ SDBIPs are annexed hereto for ease of reference. The B2B programme has been prioritised by the Municipality and the IDP has clearly shown how the B2B Program is being implemented.

16.1 MTUBATUBA MUNICIPALITY B2B SUMMARY REPORT

Back to Basic

Programme

1. The Back to Basics is a programme that was initiated in September 2014 by the Office of the President and it is implemented in municipalities by the National and Provincial CoGTA.
2. There was a declaration of intent that was signed by former Premier, Senzo Mchunu, MEC Dube-Ncube and municipalities wherein they pledged to ensure that there is effective implementation of the Back to Basics programme.
3. The Back to Basics programme does not derive from a sudden impulse to make a few cosmetic changes in local government. Rather, it is a carefully and well-thought through and designed plan which aims to:
 - Restore the spirit of effective service delivery, efficient administration and clean Governance in all 278 municipalities and 61 municipalities of the KwaZulu natal Province.
 - Ensure that all municipalities perform their basic responsibilities and functions without compromise.
4. The programme is built on 5 pillars. Each pillar has sub-questions which relate to it.
5. Both National and Provincial pillars are aligned to support the national priorities.

Five Pillars of B2B

- 1) **Put people first** and their concerns first and ensure constant contact with communities through effective public participation platforms.
- 2) Create conditions for decent living by consistently **delivering municipal services** of the right quality and standard. This includes planning for, delivering and maintaining infrastructure and amenities, and managing the budget. Ensure that there are no failures in services and, where these occur, urgently restore services.
- 3) Be well governed and demonstrate **good governance and administration** - cut wastage, spend public funds prudently, hire competent staff, and ensure transparency and accountability.

- 4) Ensure sound **financial management and accounting**, and prudently manage resources to sustainably deliver services and bring development to communities. 5) **Build and maintain sound institutional and administrative capabilities**, administered and managed by dedicated and skilled personnel at all levels.

The programme is reported to National CoGTA on monthly basis and Provincial CoGTA on quarterly basis. Assessments are done quarterly by provincial CoGTA so as to validate the reports in a form of Portfolio of Evidence and meetings with relevant units in the municipality. The Support plan developed by Provincial CoGTA is based on the Auditor General's findings; Provincial Treasury Report; key challenges identified in the Municipal IDP as well as Reporting and Compliance units within CoGTA.

Forums That Support the Existence and Functionality of the Programme:

- District Technical Advisory Committee; (held Quarterly);
- Back to Basics Provincial Tasks Team (held quarterly); and
- Quarterly assessment within Municipalities

B2B Provincial Cogta

Reporting

- There are no back to basics reports which are due to CoGTA and yet has not been submitted by the Local municipality.
- All Back to Basics report for Quarter 1; 2 and 3 were submitted to CoGTA and the scoring for
Quarter 2 was 80% and for Quarter 3 was 82%.
- A quarterly updated support plan is submitted to CoGTA concurrently with quarterly reports.

B2B National Cogta Reporting

- The Municipality is up-to-date with the reporting.
- The B2B programme was introduced in our municipality in December 2014 whereas it was launched in September 2014.
- The Municipality started reporting on it as from January 2015, after sometime it became mandatory for the Municipality to report on the previous outstanding months being
"October, November and December".

Challenge

- User-unfriendly templates questions.
- Most itemised questions are not the Municipality's functions, for instance, water, sanitation and electricity;
- The Municipality's jurisdiction consists of rural and urban area, there are roads which are not geographically mapped, hence cannot forecast KM's.
- Some itemised questions are not budgeted for in this financial year and that may affect the

Municipality scoring as it will keep countering with (0). This is due to financial constraints.

Recommendations

- The current template be revised and accommodate the municipal competencies. Targets sets be realistic.
- A brief consultation with municipalities be held so to edify them on how the template should be filled, what kind of responses are expected from all concerned and also about the scoring range.

SECTION J – AUDITOR GENERAL REPORT

REFER TO ANNEXURE G



**AUDITOR - GENERAL
SOUTH AFRICA**

Auditing to build public confidence

SECTION K - ANNEXURES

ANNEXURE A – 2020/21 BUDGET
ANNEXURE A1 – AG ACTION PLAN
ANNEXURE A2 – 2020/21 IMPLEMENTATION PLAN, ORGANISATIONAL SCORECARD
ANNEXURE B – DRAFT 2020/21 SDF
ANNEXURE C – ORGANISATIONAL STRUCTURE
ANNEXURE D – DISASTER MANAGEMENT PLAN
ANNEXURE E – 2018/19 APR
ANNEXURE F – OPM/IMPS FRAMEWORK POLICY
ANNEXURE G – 2018/19 AG REPORT
ANNEXURE H – FINANCIAL POLICIES
ANNEXURE I – 2019/20 WARD BASED PLANS
ANNEXURE J – 2020/2021 IDP, PMS BUDGET PROCESS PLAN
ANNEXURE K - IWMP
ANNEXURE L – SCM POLICY
ANNEXURE M – INDIGENT POLICY
ANNEXURE N – ANTI FRAUD AND CORRUPTION POLICY
ANNEXURE O – ICT POLICIES
ANNEXURE P – BATHO PELE SERVICE STANDARDS
ANNEXURE Q – RISK POLICY FRAMEWORK
ANNEXURE R – LED STRATEGY
ANNEXURE S – EPWP 3 ALIGNMENT POLICY
ANNEXURE T – DRAFT 2020/21 HUMAN RESOURCE STRATEGY
ANNEXURE U – WORKPLACE SKILLS PLAN
ANNEXURE V – EEP
ANNEXURE W – PUBLIC PARTICIPATION POLICY
ANNEXURE X – ELECTIFICATION MASTER PLAN
ANNEXURE Y – HUMAN SETTLEMENTS SECTOR PLAN
ANNEXURE Z – COMMUNICCATIION STRATEGY

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